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CANADA

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Agri-Food Canada

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Agroalimentaire Canada

Canada

DAIRY EXPORT MARKET ASSESSMENT

MARCH 2000

VALUE ADDED DAIRY PRODUCT MARKET

CARIBBEAN ISLANDS

Dairy Section
Agricultural Industry Services Directorate
Market Industry Services Branch

Executive Summary

The Caribbean region is an assortment of large and small islands scattered throughout the Caribbean Sea and Atlantic Ocean.

Many of the Caribbean islands are import-dependent on food and raw material to satisfy domestic needs. The tourist industry in the Caribbean islands is growing strong (totalled 9 million people in 1998) and represents a large portion of the economic revenue. Tourist have strong purchasing power as they tend to come from developed countries, and are subsequently important clients for imported high quality products, especially dairy products.

Since 1995, there has been encouragement to privatize and promote foreign investment on the islands. This liberalization of the economy is diversifying the market place and creating more competition by suppliers in the food industry.

Many islands have domestic producers of ice cream and, for the most part, account for most of domestic consumption. Because of the ever expanding Caribbean market, including high demand by tourists during the period November-May, quality ice cream makers have set up franchises on many islands that distribute directly to hotels, restaurants, large supermarkets and resorts.

The most popular imported product in the dairy category was cheese, followed by dry milk, condensed and evaporated milk, milk and cream fresh, butter, and ice cream. Dairy products imports from Canada amounted to approximately 3%.

The Bahamas has one of the highest per capita income rate in the Caribbean region. The country has a relatively small food production/processing sector that is dominated by small-scale producers. Canada dairy exports in 1998 totaled $3,625,946 in the form of evaporated milk, cheese, butter and products consisting of natural milk constituents. There is a push by the Government of the Bahamas to expand food production in order to reduce imports and generate foreign revenue.

Barbados is considered a moderately developed country. The country's economy has been dependent on sugar cane but production, but over the last three decades has diversified into manufacturing and tourism. Canada export figures for 1998 to Barbados amounted to $239,834 in the form of skim milk powder, whole milk, cheese, butter and ice cream. The dairy industry is dominated by one large dairy producer named Pine Hill Dairy which is owned by the large Barbadian consortium Barbados Shipping and Trading. The government is continuing its efforts to reduce the high level of unemployment by encouraging direct foreign investment.

The Dominican Republic is the second largest country in the Caribbean after Cuba. The economy is now dominated by the services sector, particularly tourism. Frozen desserts as well as fast-food outlets play a major role in pushing local producers to introduce new flavours and new products. Canadian dairy exports to the Spanish speaking country totaled $1,195,364 in 1998.

Jamaica is the third largest island in the Caribbean. The country's economy is dependent on trade. Tourism is one of the main earners of foreign currency. Jamaica's milk cow production attains around 53,000 tonnes annually which is principally processed into fluid milk, cream and ice cream. There has been a greater demand for foreign brands of ice cream, especially from resorts. Canadian exports of dairy products to Jamaica in 1998 amounted to $2,144,04. Dairy product imports have been decreasing throughout 1995 to 1997 due to financial instability and high inflation rates.

Trinidad and Tobago are the southernmost islands of the Caribbean and is a resource-based economy. The oil sector is very important to the economy. Trinidad and Tobago's dairy sector is well developed. The tourism sector makes a relatively small contribution to the economy in comparison with other Caribbean islands. The tourism centres are principally located on the island of Tobago. Canada shipped approximately, $3,310, 997 of dairy products in 1998 in the form of evaporated milk, cheese, butter, skim milk, whole milk powder and ice cream to Trinidad and Tobago.

The following report of the Caribbean Market for Dairy Products is divided into 2 parts. The first part provides an overview of the Caribbean Islands market as a whole and the second part examines in detail some of the more developed Caribbean islands such as the Bahamas, Barbados, Dominican Republic, Jamaica, and Trinidad and Tobago.

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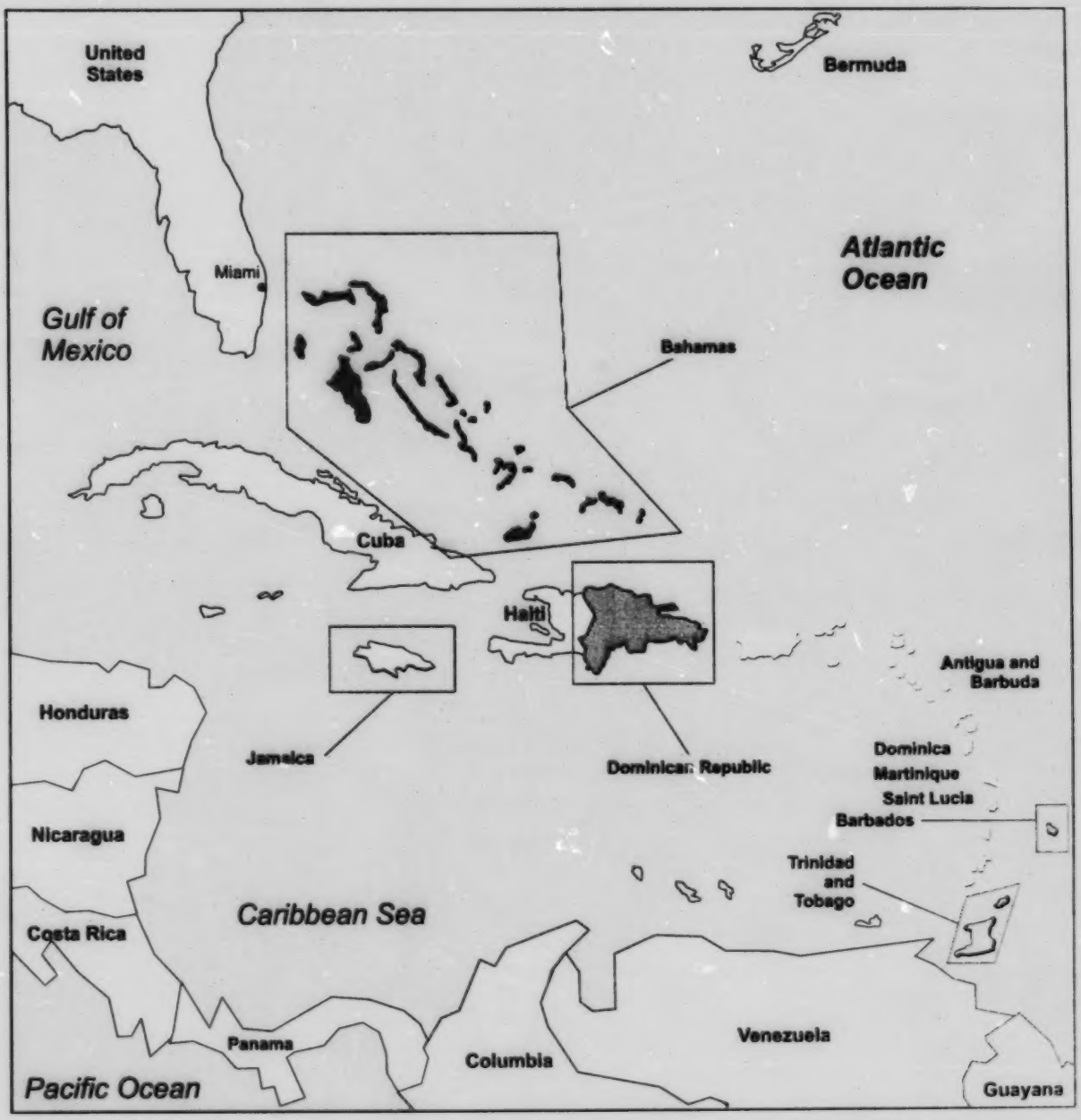
CARIBBEAN ISLANDS



1. CARIBBEAN ISLANDS

1.1 GENERAL OVERVIEW

1.1.1 Location and Geography

The Caribbean region is an assortment of large and small islands scattered throughout the Caribbean Sea and Atlantic Ocean, northeast of Central America. The islands are relatively small in total square kilometers, limiting the amount of resources and arable land available.

1.1.2 Basic Facts

Most of the Caribbean Islands are sovereign countries. However, some remain dependent on the United Kingdom and other islands dependent on France. The countries and territories in the region are diverse, ranging from small islands of the Organization of Eastern Caribbean States (OECS) to the much larger mainland countries of Jamaica and the Dominican Republic. In population, they range from about 11,510 people in Anguilla, to 8,129,000 inhabitants in the Dominican Republic. They also have a wide difference in culture, language, and relative prosperity. Some of the basic data regarding each individual country or territory is summarized in the table below:

Table 1 - Basic Facts

Country of Territory	Population (July 1999 estimated)	GDP per Capita (US $)	Official Language	Official Currency
Netherlands Indies				
Aruba	68,675	22,000 (1997 estimated)	Dutch	Aruba Florin
Curacao	n/a	n/a	Dutch	Curacao Florin
Bahamas	283,705	20,100 (1998 estimated)	English	Bahamas Dollar
Barbados	259,191	11,200 (1998 estimated)	English	Barbados Dollar
Bermuda	62,472	30,000 (1997 estimated)	English	Bermuda Dollar
British Territories				
Anguilla	11,510	7,300 (1997 estimated)	English	EC Dollar
British Virgin Islands	19,156	10,000 (1997 estimated)	English	US Dollar
Cayman Islands	39,335	24,500 (1997 estimated)	English	Cayman Dollar
Turks and Caicos	16,863	7,700 (1997 estimated)	English	US Dollar
Dominican Republic	8,129,734	1,827*	Spanish	DR Peso
French West Indies				
Guadeloupe	420,943	9,000 (1996 estimated)	French	French Franc
Martinique	411,539	10,700 (1996 estimated)	French	French Franc

Source: The Caribbean Summary Export Guide prepared by Fintrac Inc. for the USDA and CIA- The World Factbook 1999 for Population and GDP per Capita.

*Canadian High Commission in the Dominican Republic

Country of Territory	Population (July 1999 estimated)	GDP per Capita (US $)	Official Language	Official Currency
Haiti	6,884,264	1,300 (1998 estimated)	French	Gourde
Jamaica	2,652,443	3,300 (1998 estimated)	English	Jamaican Dollar
Trinidad and Tobago	1,102,096	8,000 (1998 estimated)	English, Hindi	Trinidadian Dollar
OECS				
Antigua & Barbuda	64,246	7,900 (1998 estimated)	English	East Caribbean (EC) Dollar
Dominica	64,881	3,300 (1997 estimated)	English	EC Dollar
Grenada	97,008	3,500 (1998 estimated)	English	EC Dollar
St. Kitts	42,838	6,000 (1997 estimated)	English	EC Dollar
St. Lucia	154,020	4,100 (1997 estimated)	English	EC Dollar
St. Vincent	120,519	2,400 (1998 estimated)	English	EC Dollar

Source: The Caribbean Summary Export Guide prepared by Fintrac Inc. for the USDA and CIA- The World Factbook 1999 for Population and GDP per Capita.

1.1.3 Economy

The Caribbean rode on a wave of strong growth and relative prosperity into 1998, only to see recent hard-won gains chipped and then chopped away by plummeting commodity prices, a worldwide capital crisis, and one of the most disastrous hurricane seasons in recorded history. Despite overall growth, unemployment continues to worsen, while the distribution of income shows no improvement, according to the 1998 report of the United Nations Economic Commission on Latin America and the Caribbean (ECLAC).

The Caribbean region is characterized as relatively prosperous. Some islands like the Cayman Islands and the Bahamas are no longer eligible for official development assistance as defined by the Organization of Economic Cooperation and Development (OECD). Others, such as Jamaica, still face significant socioeconomic development challenges. The overall region has made considerable gains in recent years, but these gains are fragile and the region remains vulnerable to shifts in the global political economy and to natural disasters. The economies of these countries and territories are small and dependent on a limited range of commodities and services.

The tourism industry throughout the Caribbean islands is growing strongly and represents a vital source of economic activity. The tourists have high purchasing power and they tend to come from developed countries (mainly North America and Europe). These are the best clients for high quality food, including dairy products.

Until 1994, the islands' governments owned and controlled the food industry. Since 1995, there has been encouragement to privatize and promote foreign investment on the islands. This liberalization of the economy is diversifying the market place and creating more competition by increasing the number of stakeholders in the food industry. Table 2 indicates the status of the economic and trade reforms that happened in the 1990's in the Caribbean.

Table 2 - Status of Economic and Trade Reforms in the Caribbean

Island	Macro Economy	Exchange Rate	Tax Regime	Agriculture Sector	Trade Regime
Barbados	stable	stable	partial	partial	moderate
Grenada	stabilised	stable	partial	little	little
Dominican Republic	stabilised	stable	moderate	progressive	progressive
Guyana	stabilised	stabilised	progressive	progressive	extensive
Jamaica	tenuous	vulnerable	moderate	progressive	extensive
St. Lucia	stable	stable	moderate	little	limited
Trinidad and Tobago	stable	fairly stable	progressive	moderate	extensive

Source: Dr. Patrick Antoine, Impact of World Trade Organization Agreements on Agricultural Trade in the Caribbean, Head Socio-Economic Policies, Trade and Investment - IICA/CaRC (www.agroinfo.org/caribbean/iicacarc)

The opening of the economy to foreign competition and the growing popularity of North American food tastes are important factors which, during the past four years, have helped promote the introduction of American fast food chains in the Caribbean islands. Pizza Hut, Dominoes, Little Caesars, Burger King, McDonald's, Wendy's, Taco Bell, Subway, Baskin Robbins, Dunkin Donuts and Dairy Queen can now be found in the Dominican Republic, Jamaica, the Bahamas and Trinidad and Tobago.

1.1.4 International Relations - Regional Integration

The countries within the Caribbean Basin have several free trade agreements. Like Canada, they are part of the Free Trade Area of the Americas (FTAA) talks which aim to form a hemispheric free trade pact to be implemented by 2005. A fully implemented FTAA would result in the largest free-trade arrangement in history.

Several of the Caribbean islands have formed a customs union known as the Caribbean Community and Common Market (CARICOM). The establishment of the CARICOM was the result of a 15 year effort to fulfil the hope of regional integration. CARICOM was founded in 1973 by agreement of Commonwealth Caribbean Heads of Government, with the signing of the Treaty of Chaguaramas. CARICOM succeeded the Caribbean Free Trade Association (CARIFTA), established in 1968. Its primary mandate is to provide a framework for regional political and economic integration. Other objectives of the CARICOM include the promotion and the development of trade between CARICOM member countries[1] through the removal of custom duties between CARICOM members and the implementation of common external tariffs to non-CARICOM members. CARICOM member nations have also formed a common negotiating strategy in connection with the FTAA, NAFTA, and relations with the European Union and the World Trade Organization.

[1] Members of the CARICOM: Antigua and Barbuda, the Bahamas (member of the Community, but not the Common Market), Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, St. Kitts and Nevis, Saint Lucia, st. Vincent and the Grenadines, Suriname and Trinidad and Tobago.

Negotiations to widen the existing free trade agreement with Columbia and Venezuela are under way, as are trade negotiations with the Andean Community and Mercosur. Cuba, already a member of the Association of Caribbean States, is seeking a free trade agreement with CARICOM. Trinidad and Tobago and Mexico began negotiating a bilateral free trade agreement in 1998.

The Organization of Eastern Caribbean States (OECS) was established in July 1991, superceding the West Indies Associates states. Full members include Antigua and Barbuda, Dominica, Grenada, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines.

The CARIBCAN program was introduced in 1986 to facilitate trade, investment and industrial cooperation within the Commonwealth Caribbean countries[2]. Its main feature is the unilateral extension by Canada of preferential duty-free access to the Canadian market for almost all imports, except for clothing and other textiles.

The Caribbean Basin Initiative (CBI) Act of 1983 (amended in 1990) was implemented by the United States as a means of promoting economic development through private sector initiatives in Caribbean and Central American countries. The primary objective was to diversify the economies of these countries by expanding foreign and domestic investment in non-traditional sectors. The CBI countries[3] also benefit from a permanent duty-free entry into the US for a wide range of products grown and manufactured in CBI countries.

The Lomé Convention offers duty-free access to the 15 European Union States from 70 African-Caribbean-Pacific countries, including 15 in the Caribbean[4]. A Lomé IV approved "Caribbean Regional Trade Development Program" aims at increasing the competitiveness of regional industry, focusing on the needs of industrial enterprises in the least developed countries.

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[2] CARIBCAN beneficiary countries: Anguilla, Antigua and Barbuda, the Bahamas, Bermuda, Barbados, Belize, the British Virgin Islands, Cayman Islands, Dominica, Grenada, Guyana, Jamaica, Montserrat, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Trinidad and Tobago, and the Turks and Caicos Islands.

[3] CBI beneficiary countries: Antigua and Barbuda, Aruba, the Bahamas, Barbados, Belize, the British Virgin Islands, Costa Rica, Dominica, Dominican Republic, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Montserrat, Netherlands Antilles, Nicaragua, Panama, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, and Trinidad and Tobago.

[4] Caribbean Signatories to Lomé: Antigua and Barbuda, the Bahamas, Barbados, Belize, Dominica, the Dominican Republic, Grenada, Guyana, Haiti, Jamaica, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago.

1.2 THE CONSUMER

With more than 21 million permanent residents and 19.5 million land-based tourists in 1998, the Caribbean islands are quickly becoming a major market for food and beverage exporters.

1.2.1 Local

The average population growth rate in the Caribbean is around 1.2 percent per year. Throughout the Caribbean islands, domestic consumers are becoming more educated and aware of the nutritional value of dairy products, and are looking for nutritional content in their food. They also consider freshness in dairy products as important, and with a larger choice of retail outlets, are now checking expiration dates.

Caribbean consumers' purchases are largely driven by price, followed by quality, and taste. Packaging ranked fourth. This is the result of a survey questionnaire developed at the Canadian Consulate in Miami with the collaboration of Canada's Agri-Food Trade Service to determine what food and beverage products are in demand in the state of Florida and in the Caribbean Basin. It is certainly true that products must be price competitive, especially on the islands where income levels are relatively low. On the other hand, because most food is imported and most imports are taxed, people are used to paying relatively high prices for their food. According to a 1997 US Summary Export Guide, a gallon (3.785 litres) of fresh milk can cost upwards of four U.S. dollars in the Bahamas.

1.2.2 Tourists

There were 19.5 million stay over tourists and 21.1 million cruise passengers in the Caribbean in 1998. According to the Caribbean Tourism Organization (CTO)[5], 48% of the tourists in 1998 came from the United Sates, 25% from Europe, 7% from other Caribbean countries, 5% from Canada and the rest from other various countries. As tourists tend to come from developed countries, they have higher purchasing power and want high quality food, especially in dairy products.

The cruise line market has been growing steadily, targeting just about everyone, as people from all walks of life and ages are now taking cruises. In a recent Cruise Lines International Association (CLIA) Market Profile Study, it reveals that when it comes to age, cruisers are pretty evenly divided: 34 percent under the age 40, 35 percent ranging in age from 40 to 59, and 31 percent over the age of 60. The 25-39 age group is the fastest growing cruise sector.

[5] Source: Caribbean Tourism Organization - Internet site : www.caribtourism.com.

Vacationers can be divided into five distinct groups. Firstly, families makes up 31 percent of the cruise market, is the youngest of the five groups with an average age of 40, married with children under the age of 18, and have a household income of about $48,000. Secondly, approximately 17 percent of cruise vacationers are 42 years old, and with an annual income of $53,000. A third group makes up 12 percent, averaging in age of about 44 and earn approximately $56,000 per year. Fourthly, is the comfortable spenders who are similar in age to the third group and have the highest household income of about $64,000. Finally, the retiree travelers, averaging 50 years of age, and have the lowest household incomes, which is $40,000 a year.

Gourmet foods are purchased in abundance by cruise lines that are seeking to attract a mature, retired crowd. Lines such as Cunard, Royal Viking and Princess, among others, fall into this category. A second segment includes those lines that target families and the singles market. While these lines purchase a variety of wholesome food and beverage goods, fewer gourmet products are offered. Carnival and Royal Caribbean can be grouped under this category. A third segment includes the lines that offer day cruises. These companies buy smaller quantities of wholesome foods, and larger amounts of snack foods and beer. These would include lines such as Sea Escape, Discovery Cruise Lines, and Commodore Cruise Lines.

Finally, it is important to consider one last segment the crew. With the exception of the ships' officers, the crew does not eat the same type of food as the passengers. Opportunities exist for Canadian food and beverages exporters to sell products that will be consumed by crew members. Because many crew schedules involve 12 hour work days, high protein, high carbohydrate foods are in demand, as are powdered milk, shakes, and other high energy foods.

1.3 THE CARIBBEAN DAIRY INDUSTRY

The Caribbean islands are relatively small in size and are limited in the amount of land available. This reflects in the low number of dairy farms. Some islands have domestic production of fluid milk, cheese and butter. Many islands have domestic producers of ice cream and, for the most part, these account for the majority of domestic consumption. Because of the ever expanding Caribbean market, including the high demand by tourists during the period November-May, quality ice cream makers have set up franchises on many islands that distribute directly to hotels, restaurants, large supermarkets and resorts. Table 3 lists the dairy processors for the Bahamas, Barbados, the Dominican Republic, Jamaica and Trinidad and Tobago, along with their products.

Table 3 - Caribbean Dairy Processors and Foreign Franchises

COMPANY	PRODUCT DESCRIPTION
Bahamas	
Nassau Dairy Products (Borden's) and Milk Products	fluid milk
Barbados	
Pine Hill Dairy	fresh and flavoured fresh milk, yogurt, sour cream, cottage cheese, and fruit juices
BICO Inc.	ice cream products
Dominican Republic	
Baskin Robbins	ice cream
Dairy Queen	ice cream
Frigor	ice cream, mellorine
Helados Bon - Yogen Fruz	ice cream, mellorine
Helados Nestlé	ice cream, mellorine
Helados Manresa	ice cream, mellorine
Pasteurizadora Rica C. por A.	aged cheeses, processed cheeses, butters, pasteurized milks, UHT, ultra pasteurized milks, pasteurized juices, pasteurized drinks, fruit juices, fresh cheese
Jamaica	
Dairy Industries (Ja) Ltd.	processed cheese and butter, yoghurt, horlicks, natural cheese
Serge Island Dairies & Juices	milk
Manchester Dairies	milk
Island Dairies	milk, juices
United Dairy Farmers	milk, juices, ice cream
Nutrition Products Ltd. and Vegetable Products	milk
Cremo Jamaica Limited (owned by Nestlé)	milk, cream, ice cream products, juices
Alcan Dairy Farms	milk
Nestle Jamaica Ltd.	milk products, instant drinks, culinary products
Trinidad and Tobago	
Caroni Ltd.	milk
Flavorite Foods Ltd.	ice cream, frozen fruit and milk ice, lollies
Multifoods Corporation Ltd.	milk
Nestle T&T Ltd.	condensed and evaporated milk, milk, chocolates
Original Foods Ltd.	premium and gourmet ice-cream
Willie's Ice Cream Ltd.	ice cream

SOURCE: Canadian High Commission based in each country

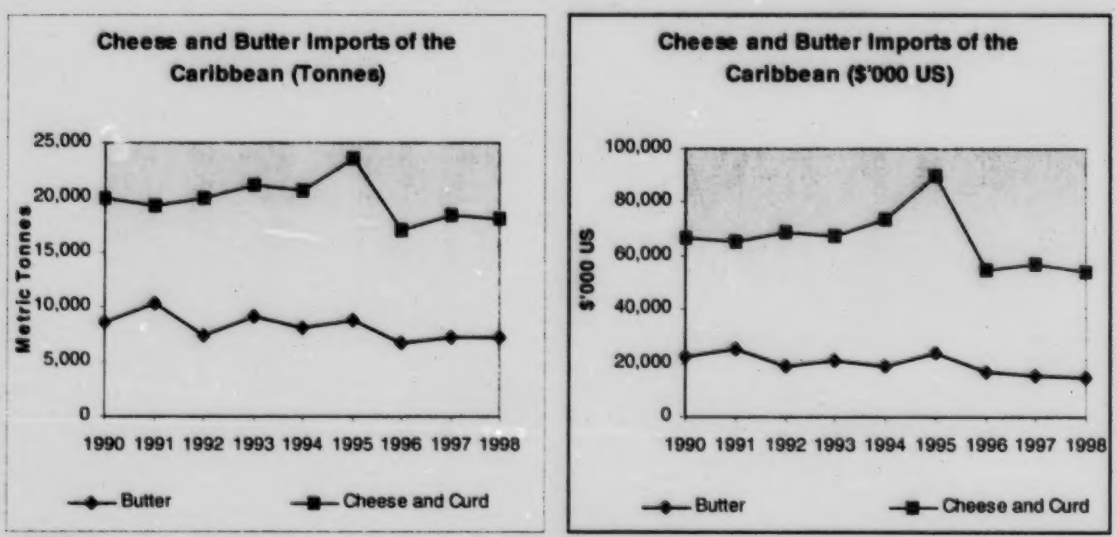
1.4 CARIBBEAN IMPORTS OF FOOD, INCLUDING DAIRY PRODUCTS

The largest import markets in the Caribbean are Guadeloupe ($350 - $380 million US), Martinique ($320 - $340 million US), the Dominican Republic ($300 million US), the Bahamas ($215 million US), Jamaica ($200 million US), the Netherlands Antilles ($180 - $190 million US), Barbados ($108 million US), Bermuda ($95 million US) and the Cayman Islands ($70-$80 million US). The six independent countries comprising the OECS import a combined 165 million $US worth of consumer food and beverage products.

Food imports are high in all Caribbean islands since many of the islands are import dependent on raw materials to satisfy domestic needs. The top product categories in demand in 1997 were: beverage imports (including nonalcoholic items other than juices and alcoholic items such as wine, beer and spirits), dairy products (milk, butter and cheese), meat (mostly frozen chicken and beef parts), miscellaneous processed food preparations (mostly common supermarket shelf items such as condiments, peanut butter, etc.), cereal preparations, and processed fruits and vegetables.

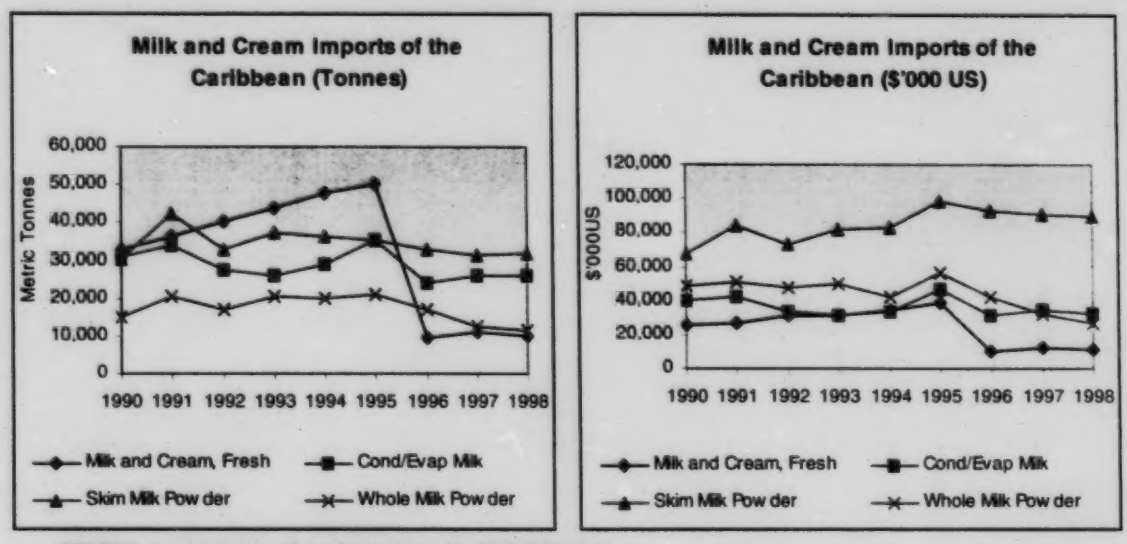
In the dairy category the most popular product is cheese, followed by dry milk, condensed and evaporated milk, milk and fresh cream, butter, ice cream and whey products. Graphics 1 to 3 illustrate the Caribbean imports for dairy products during most of the last decade. The drastic fall after 1995 was due to the lack of import statistics for Martinique and Guadeloupe in the FAO Database. However, these islands are still some of the larger dairy importers of the Caribbean.

Graphic 1 - Caribbean Cheese and Butter Imports



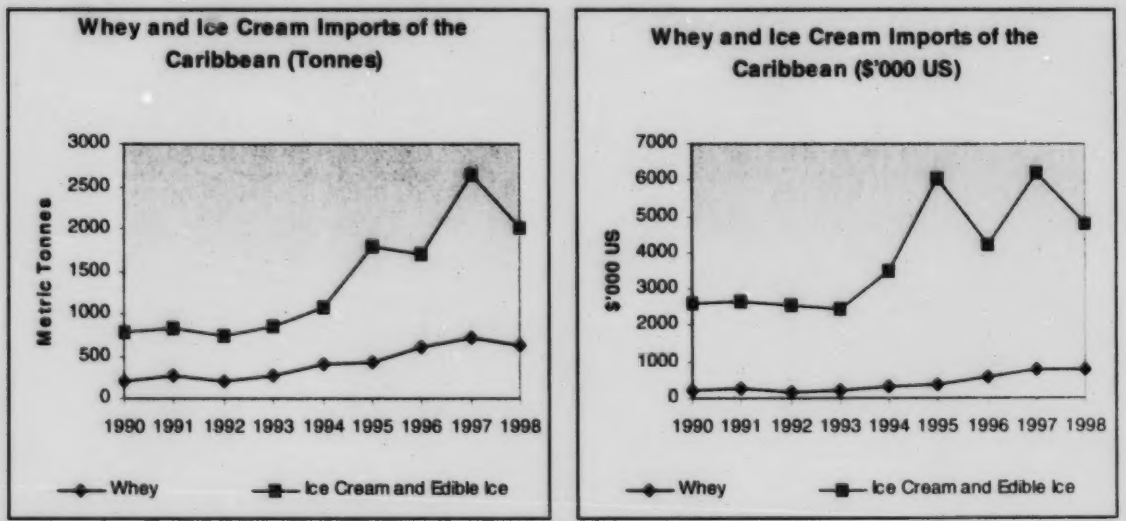
SOURCE: Food and Agricultural Organization, FAOSTAT Database

Graphic 2 - Caribbean Milk and Cream Imports



SOURCE: Food and Agricultural Organization, FAOSTAT Database

Graphic 3 - Caribbean Whey and Ice Cream Imports



SOURCE: Food and Agricultural Organization, FAOSTAT Database

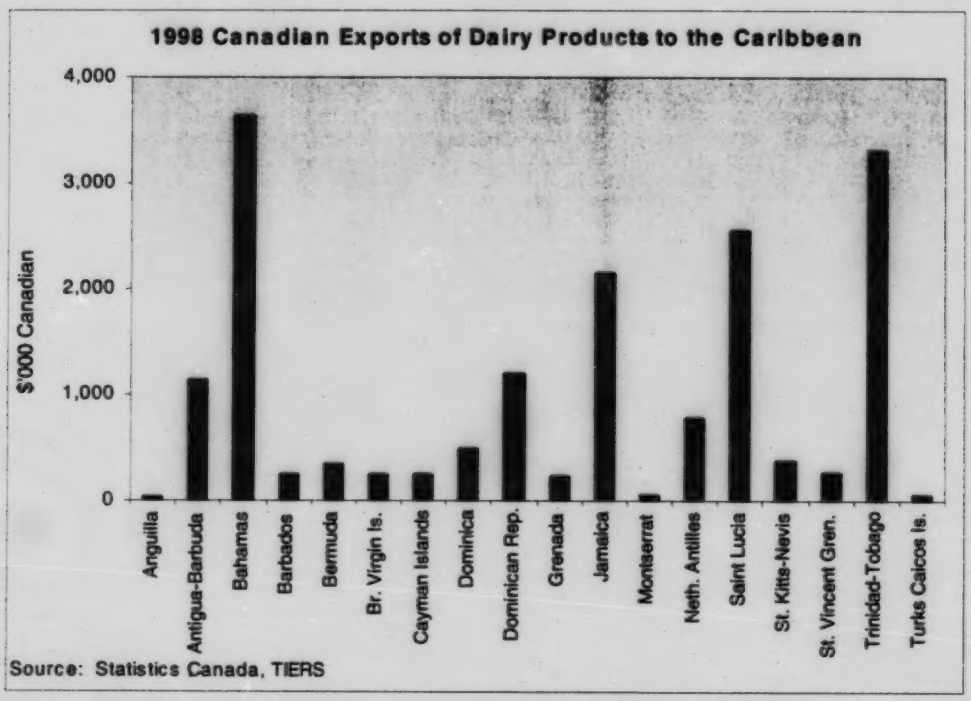
The Caribbean import market for cheese is estimated to exceed $US 75 million which equates to approximately 20 million tonnes. The EU is the largest supplier of cheese, supplying around 65 percent of total import demand. New Zealand is the second largest supplier (19 percent) followed by the US (10 percent). Canada supplied around 3 percent of import demand in 1997. The Europeans tend to export fresh whole blocks of cheese like Gouda, Brie and Roquefort mainly to Martinique, Guadeloupe, the Netherlands Antilles and the Dominican Republic. New Zealand exports cheese blocks made from cow's milk to Jamaica and Trinidad and Tobago. The United States exports processed cheese principally to the Dominican Republic, Bermuda, the Bahamas and Jamaica while Canadian cheddar cheese was mainly shipped to the Bahamas, Trinidad and Tobago and Jamaica.

1.4.1 Canadian Dairy Market Position

The largest importers of Canadian dairy products in the Caribbean, in descending order are: the Bahamas, Trinidad and Tobago, St. Lucia, Jamaica and the Dominican Republic. Graphic 4 shows where Canadian dairy products were shipped in 1998.

Evaporated milk made up 63% of Canadian dairy exports, followed by skim milk powder (19%), cheese (9%), and butter (7%). The other dairy products shipped to the Caribbean were: milk, whole milk powder, whey, lactose and ice cream. Canada's main competition comes from the US, Europe and New Zealand.

Graphic 4 - 1998 Canadian Exports of Dairy Products to the Caribbean



1.4.2 Best Prospects for Canadian Dairy Products

The large import markets of Guadeloupe and Martinique may represent interesting prospects for the export of Canadian speciality cheese, due to consumer preferences, language and historical ties to the French mainland. However, the customs duties follow French rates which are part of the European Community Common Customs Tariff and are, therefore, higher than the other independent islands.

All of the Caribbean constitutes favourable markets for milk (particularly powdered, condensed and UHT), and processed cheese and butter.

Most of the larger countries and those with the higher number of tourist, are the best prospects for Canadian value added dairy products such as flavoured milk and beverages.

1.5 LAWS AND REGULATIONS CONCERNING IMPORTED FOOD

Regulations regarding food imports vary widely depending on the country. In general the richer countries, which have the smaller proportion of their population involved in agriculture, have the less complicated importation process. It is quite straightforward to export food products to the Bahamas, as long as the products are wholesome, while exporting to the Dominican Republic or the OECS islands can require numerous permits and licenses.

The OECS member states, with a large proportion of the population involved in agriculture, can be quite restrictive when it comes to certain food items. Permits and licences are required to import a great number of products. In some cases, the government marketing board is the sole importer of certain items, such as staple foods and vegetables.

Most Caribbean governments rely heavily on customs duties to finance their operation. So, as a result, tariffs on imported goods tend to be rather high. Duties are usually calculated using the C.I.F. value of the goods. In addition to customs duties, many countries also apply V.A.T. taxes, stamp taxes, administrative fees, and other levies on imported goods. More detailed information on tariff rates and other requirements for the individual countries is included in their respective section.

All the Caribbean islands have similar label requirements for imported dairy products. The following is a list of label requirements:

- name and address of the manufacturer and distributor;
- importer's registration number;
- expiration date;
- name and volume of ingredients;
- net contents;
- brand or trade name; and
- language - of the Caribbean islands, only the Dominican Republic requires Spanish, whereas most of the other islands require only English.

Each island recognizes Canadian sanitary standards, and custom authorities accept Canadian export certificates. Standards, labelling, testing and certification do not usually hinder Canadian exports.

1.6 DISTRIBUTION SYSTEM

There are four main systems to export goods to the Caribbean islands; through manufacturing agents, trading houses, the port of Miami, or direct selling to the retailers. The following is a brief description of each and a list of services that they provide.

1.6.1 Manufacturing Agent

Manufacturing agents are the most widely used form for importing goods into the Caribbean islands. A strong network of manufacturing agents exist in the Caribbean, and many of them communicate with each other. These agents represent large manufactures and provide a sales and marketing team for the products. They fully represent the company's interests in a particular country.

These agents carry a sufficient inventory of goods to supply their market for at least a 6 week period. They bring in container loads of products, warehouse these products, then market, sell and distribute them. These agents often represent a full range of goods from an assortment of suppliers. They usually offer an exclusive agreement, whereby they will only represent one brand from each product group. They are familiar with exporters and are experts in dealing with customs, rules and regulations surrounding the importation of goods. They can be very helpful to new Canadian processors looking to export dairy products to the Caribbean for the first time. Agents also provide Caribbean wide contacts and distribution channels for imported product.

Agents often deal with a large number of products, which limits the time they spend on product promotion. Agent markups, can elevate the price of goods considerably. Agents tend to focus on large suppliers and are often not the best route for small companies. In choosing an agent, Canadian suppliers should thoroughly check the agent's previous business transactions and local reputation.

There are no specific laws in the Caribbean islands which dictate contract terms for agents/distributors. The parties involved formulate their own terms and conditions of agreement with or without the assistance of an attorney. Therefore, Canadian processors should be cautious and thorough when dealing with Caribbean agents or distributors. Canadian firms wishing to enter into agency agreements with local firms are reminded to seek advice from the Canadian Trade Commissioner service.

1.6.2 Trading Houses

Canadian trading houses have a long standing relationship with the islands. Many of them have been dealing there for years. Traditionally, trading houses find two or three regular customers in a country, and provide consistent service on a full range of goods. For example, a trading house

employee will link up with medium size grocery stores, and will visit them every two months to place an order. The trading house employee will then return to Canada, consolidate the order and ship it to the retailer. Trading houses are an excellent source for testing a product on an island. Canadian suppliers are only responsible for getting the goods to the trading house in Canada, and therefore do not have to take care of all the export procedures. There is limited contact between suppliers and retailers, making the process lengthy at times.

1.6.3 Port of Miami

Many of the larger retail stores in the Caribbean do regular buying trips to the large Port in Miami. The Port offers the no frills buying concept at exceptionally good prices. The Caribbean retailers send buyers up to Miami and have them consolidate container loads of goods. Many Canadian manufacturers use this service as a way of getting their goods into the Caribbean. The Port in Miami provides foreign dairy products with exposure to a large potential buying base in the Caribbean. Although the Port in Miami is efficient in promoting products to the Caribbean people, the competition among products within the Port is fierce, thus reducing profit margins.

1.6.4 Direct Selling

Direct selling to retailers can be costly and limits the amount of exposure products receive. However, with large ranges of products or when selling particular brand or type of product that moves in large volume, it is sometimes advantageous to do direct selling to the end retailer. This is normally done by establishing a relationship with the large grocery stores, and sending a salesperson down to the islands on a regular basis to place orders, thus stocking the retailer with your goods, and effectively blocking out your competition for large orders. This is a similar approach to using the services of a trading house, except you are only dealing with one company.

Direct selling allows Canadian suppliers to control the price of their dairy products by eliminating the middle men. Canadian suppliers should note that in direct selling, they bear the cost and procedures of exporting, including regulations, payment, sales and marketing. This distribution option is limited since it involves only dealing with large retailers in the Caribbean.

1.7 CARIBBEAN MARKET DEVELOPMENT

1.7.1 Advertising and Promotion

Advertising costs are low compared to Canada, and promotion costs such as listing allowances and introductory deals are not a requirement for doing business. Once a Canadian dairy product has become established in one island, it becomes relatively easy to expand to others. The consumption habits are relatively similar, and if certain dairy products are accepted in one market, other markets will likely accept them as well.

Throughout the Caribbean, all islands maintain local newspapers and have television and radio stations to advertise their products. Although all Caribbean islands have modern advertising, the number and degree of importance applied to each varies.

1.7.2 Food Trade Shows

Each year the Government of Canada hosts an all-Canadian Food and Beverage trade expo in Florida. Buyers are recruited to attend this event from various market segments that include, but are not limited to: the cruise industry, supermarkets, hotels, institutional segment, brokers, wholesalers, importers, and trading houses. Each Canadian Government trade office in the Caribbean Basin recruit buyers to fly to Florida and attend this show.

There was also a second Canadian Food and Beverage Showcase, in Bridgetown, Barbados on February 21 and 22, 2000. This show has target areas with the most market potential based on recent changes to Barbados' tariff restrictions. These include beer, soft drinks and other beverages, dairy products, snack foods, meats (including specialty and deli) and value-added products in general.

Additional Caribbean Solo shows took place on February 24 and 25, 2000 in St. Maarten and another in Jamaica on February 28 and 29, 2000 immediately following the Showcase in Barbados. St. Maarten is a small island that is a provisioning point for cruise ships. According to one Canadian company, St. Maarten is where they sell their best products at the highest prices in container size orders. Jamaica is a large market in addition to being a distribution point for food and beverage products into the entire Caribbean. There is a possibility that these types of trade shows will be held each year, perhaps in a different location in the Caribbean. For further information please contact Bernard Mallet, Agriculture and Agri-Food Canada at (506) 452-3732 or e-mail malletb@em.agr.ca.

Each year the Marine Hotel Association (MHA) holds a conference accompanied by an elite trade show for existing and potential suppliers to interact with buyers and other cruise executives. Generally, the venue rotates to a different US city every year, or every two years. The Year 2000 Marine Hotel Association Conference and Exposition will be held from May 2-4 at the Peabody Hotel in Orlando, Florida.

The III Americas Food and Beverage Show 2000 is planned for November 30-December 1, 2000 [6] to be held in Miami, Florida, at the Miami Beach Convention Center. This is an excellent venue for companies interested in selling food and beverage products to the major supermarket chains, stores and distributors in the hemisphere, including the Caribbean, Canada, Mexico, Central and South America.

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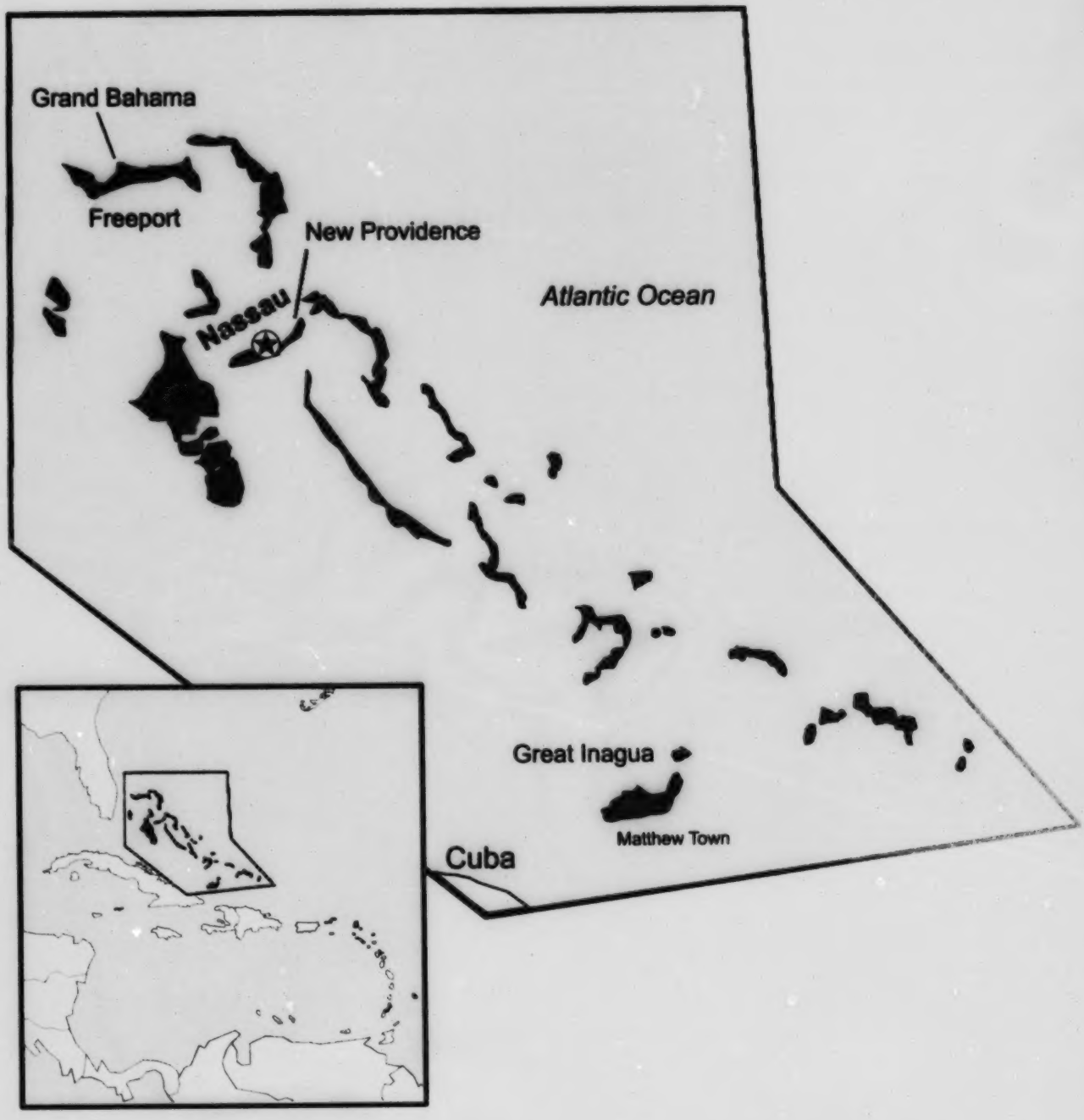
[6] November 30 to December 1, 2000 is a tentative date, please contact USDA Ms. Tobitha Jones by telephone at (202) 690-1182 or by Email: joneste@fas.usda.gov

THE BAHAMAS


Grand Bahama
Freeport
New Providence
Nassau
Atlantic Ocean
Great Inagua
Matthew Town
Cuba

2. BAHAMAS

2.1 GENERAL OVERVIEW

The Bahamas is an independent state within the Commonwealth of Nations. It is a coral archipelago of around 700 islands and more than 2,000 islets (known as cays - pronounced as keys) in the West Atlantic south-east from the coast of Florida, and north-east of Cuba. The total land area of the Bahamas is around 16,050 square kilometers. Only thirty of the islands are permanently inhabited. The most important islands are New Providence (in the middle of the group) where the capital city of Nassau is situated, and Grand Bahama (the most northern) with the city of Freeport. The other islands are known collectively as the Family Islands or Out Islands.

The Bahamas has one of the highest per capita income rates in the Caribbean region, at $20,100 US in 1998, and maintains one of the lowest inflation rates in the region at 0.4 percent in 1997. In 1998, Bahamas experienced an increase in gross domestic product of 4 percent to reach $5.63 billion US and a decline in the unemployment rate to under 9 percent. The key macro-economic indicators for the Bahamas are shown in Annex I.

In 1997, economic activity in the Bahamas expanded for the fifth consecutive year. The major source of this growth was the construction sector. However growth in the dominant tourism sector slowed during the year because of the closure of several hotels for refurbishment. Nevertheless, tourism is the largest industry in the Bahamas, accounting for more than 60 percent of GDP in 1998. It employs directly or indirectly 40% of the total workforce.

The country is also a major regional shipping center and enjoys an open economy with very little direct taxation, and a minimum of regulations for offshore businesses. The banking, finance and insurance sector is the second pillar of the Bahamian economy, accounting for in excess of 15 percent of GDP. It is also one of the world's principal financial centers.

Even though the Bahamian economy is expected to remain dependent upon the top revenue earning sectors of tourism and financial services for the forseeable future, the government has put emphasis on farming, and has strengthened the manufacturing sector in an effort to broaden the economic base.

2.2 PROFILE OF BAHAMAS DAIRY AND AGRI-FOOD SECTOR

The Bahamas has a relatively small food production/processing sector which is dominated by small-scale producers. There is a push by the Government of the Bahamas to expand food production in order to reduce imports and generate foreign exchange. The official list of areas in which the Bahamas encourages foreign investment in agriculture includes beef and pork production, processing fruits and nuts, dairy production, winter vegetables, and mariculture.

The Bahamas had a constant cow milk production of 550 tonnes for the last five years. The major dairy fluid milk processor in the Bahamas is Nassau Dairy Products, as mentioned in Section 1.3 of this document.

2.3 THE CONSUMER

2.3.1 Local

The total population of the Bahamas is around 283,705 with an estimated 171,500 living in the capital city of Nassau. The population growth rate was 1.36% in 1999. The ethnic origins are about 86 percent African, 6 percent European and 8 percent mixed. Education and literacy rates are high (98 percent of the population age 15 and over can read and write). The GDP per capita is estimated at $20,100 US. English is the official spoken and written language of the Bahamas. The age structure (July 1999 estimated) in the Bahamas is as follows:

0-14 years:	27 percent (male 39,271; female 38,740)
15-64 years:	67 percent (male 92,830; female 96,814)
65 years and over:	6 percent (male 6,696; female 9,354)

Bahamian shopping patterns generally depend on the family. In families where the woman works in the house, the woman generally does the shopping on a daily or several times a week basis. In families where the woman or both spouses work, shopping may be done by the man or the woman and generally on a weekly basis. Thursday, Friday and Saturday are the biggest food shopping days.

Bahamas is a former British colony and some cultural ties to the UK still exist, but the US exerts the most influence because of its proximity. Around 80 percent of foodstuffs is imported, mostly from North America.

2.3.2 Tourists

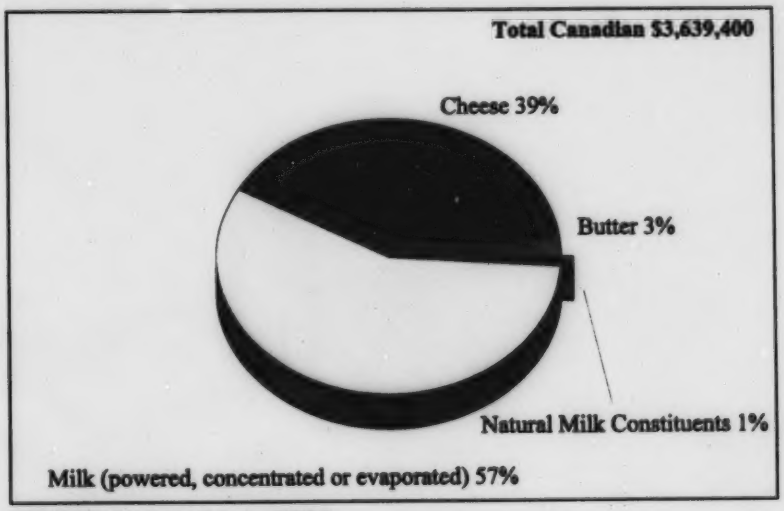
In 1997, the total number of visitors to the islands was just under 3.4 million, with visitor expenditure reaching around $US 1.40 billion. The US accounts for more than 80 percent of the tourist population followed by visitors from Europe, Canada and Latin America. In 1998, Bahamas had 155,300 visitors from Canada. The completion of the new cruise ship terminal in Nassau should further boost cruise arrivals. This large influx of North American visitors have an impact on consumer trends in the Bahamas, which tend to mirror those in the US.

2.4 CANADIAN MARKET POSITION AND COMPETITION

Canadian exports to the Bahamas for the last five years reached approximately $20 million each year. The major Canadian exports to the Bahamas were dairy products, electrical machinery, furniture and bedding, milling, iron and steel. These exports totalled $24.5 million in 1998.

Graphic 5 shows the 1998 Canadian exports of dairy products worth $3.6 million Canadian, to the Bahamas which were in the form of evaporated milk, cheese, butter and products consisting of natural milk constituents.

Graphic 5 - 1998 Canadian Dairy Exports to The Bahamas



SOURCE: Statistics Canada, TIERS

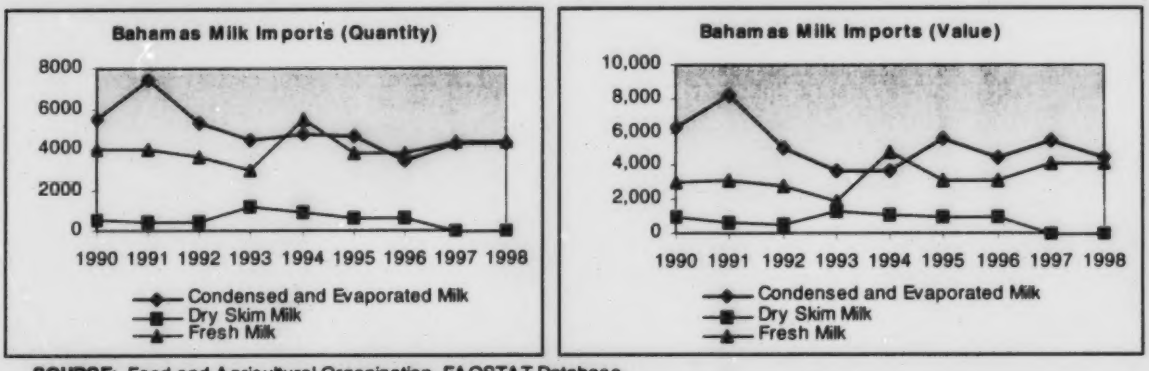
According to the Food and Agriculture Organization (FAOSTAT Database) in 1996, 40 percent of the Bahamian dairy imports came from the US, 45 percent from the European Union and 5 percent from Canada. Graphic 6 and 7 show the Bahamian imports of dairy products during the last decade. Evaporated milk, fresh milk and cheese are the principal dairy products that have been imported by the Bahamas. At least 90 percent of the cheese sold to the island is in the form of processed cheese. These products were followed-up respectively by butter, ice cream and skim milk powder.

Table 4 - Bahamas Dairy Imports

PRODUCT	1995		1996		1997		1998	
	$'000US	Tonnes	$'000US	Tonnes	$'000US	Tonnes	$'000US	Tonnes
Butter	$1,603	604	$1,800	690	$1,731	775	$1,404	709
Cheese and Curd	$5,800	1,800	$5,800	1,800	$6,756	2,165	$3,300	1,100
Skim Milk Powder	$1,050	650	$1,050	650	$30	13	$30	13
Ice Cream and Edible Ice	$650	250	$830	330	$1,506	846	$560	360
Cond/Evap Milk	$5,633	4,651	$4,500	3,400	$5,474	4,316	$4,500	4,300
Milk, Fresh	$3,172	3,854	$3,172	3,854	$4,130	4,408	$4,130	4,408

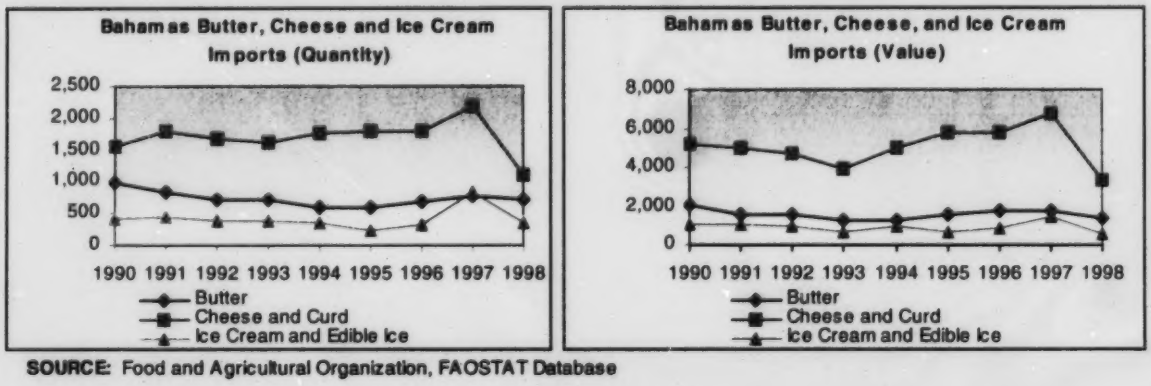
SOURCE: Food and Agricultural Organization, FAOSTAT Database

Graphic 6 - Bahamas Milk Imports



SOURCE: Food and Agricultural Organization, FAOSTAT Database

Graphic 7 - Bahamas Butter, Cheese and Ice Cream Imports



SOURCE: Food and Agricultural Organization, FAOSTAT Database

2.5 BAHAMAS MARKET ACCESS

The control of imports comes under the authority of the Bahamas Customs Department (Appendix III for contacts). There are no import quotas in place and import permits are not required for entry into the country, only tariff rates apply to foreign products.

Customs duties are applied on the C.I.F. value of imported goods. C.I.F. value is the value including charges, insurance and freight. Luxury items attract a much higher rate of duty while staple food items have a lower tariff rate. The Customs Tariff Rates applicable on Bahamas imports of dairy products are listed in Table 5. A stamp tax of 2 percent (except for casein and casein derivatives, which are subject to a 7 percent stamp tax) is also applied on the C.I.F. value of imported goods, including dairy products.

Table 5 - 1999 Bahamian Tariff Rate on Imports of Dairy Products

HS Code	Commodity Description	Tariff Rate
0401.10 0401.20	Milk, not exceeding 1.5% fat content Milk, exceeding 1.5% fat content	15% 20%
0402.29 0402.91 0402.99	Whole milk powder Evaporated milk Condensed milk	free free 30%
0403	Yogurt, Curdled milk and cream, Kephir and other fermented or acidified milk and cream	30%
0404	Whey and whey products	30%
0405.10 0405.20 0405.90	Butter fresh, salted Dairy spreads Butter fat and butter oil	free 30% 30%
0406	Cheese	10%
2105.00	Ice cream and Ice Cream Novelties	35%

Source: The Canadian High Commission in the Bahamas.

The Commonwealth of the Bahamas is not a member of the WTO and, as such, is not bound by its rules and regulations. The Government of the Bahamas has its own tariff schedule, which it applies to all imports. Customs duties do not change frequently but on occasion revisions are carried out on specific items.

2.6 BAHAMAS DISTRIBUTION SYSTEMS[1]

2.6.1 Transportation

The main ports are Nassau (New Providence), Freeport (Grand Bahama) and Mattew Town (Inagua). The Family Islands are served by mail boat that leaves Nassau several times a week. Modern sea freighters, both conventional and container types, provide scheduled cargo sailings on a regular basis from world markets. A new container transhipment port was opened in 1997 at Freeport.

2.6.2 The Wholesale Food Sector

There are only a few large wholesalers in the Bahamas, most of them well-established companies serving both the retail and HRI (hotel, restaurant, and institutional) trade. Most of these companies are also agent-distributors for suppliers of food products. The major wholesalers in the Bahamas include Asa H. Pritchard, Jagar, D'Albenas, and Island Seafood. Other wholesalers include Nassau Hotel and Restaurant Supply, Grand Bahamas Food Company and Thompson Trading Company. In all, it is estimated that there are less than 20 wholesalers in the Bahamas.

While all the major wholesalers try to carry a full line of fresh, frozen, and dry products, Jagar and Island Seafood specialize in providing fresh produce and frozen meats and seafood, respectively. Wholesalers will, to a certain extent, buy product from each other in order to offer clients a wider range of products. Some companies, like Jagar, also import bulk products under a private label.

Each of the major wholesalers in the Bahamas has a large warehouse in Nassau, which is both computerized and mechanized. There are a couple of wholesalers with warehouses in Freeport. A wholesaler generally has a fleet of 8-25 trucks and vans (depending on the size of the company) which make deliveries to supermarkets, restaurants, and hotels. Product is shipped to Freeport using container cargo and smaller vessels, and to the other islands using mail boats.

The wholesale business has become more competitive in the Bahamas as more and more retail food stores bring in product directly. One wholesaler notes that "shipping is no longer the elusive mystery it once was" and that even small, independent grocers are bringing in product on their own in order to take advantage of lower costs. Having to compete with this kind of activity has squeezed the margins of many wholesalers. In addition, the popularity of new discount club stores has taken business away from the supermarkets and grocery stores which are the wholesalers biggest customers. Some hotels also are reportedly importing more product directly from foreign

[1]Source: Collie, W., The Annual Marketing Plan Market Information Report -The Bahamas 1998, pp.8-10.

countries, rather than buying from local wholesalers. The hotel industry in general, however, has been a growth area for many wholesalers more accustomed to servicing the retail trade. The high volume of tourists and the large volume of business from the tourist hotels (including the Atlantic Casino, which accounts for six percent of the Bahamas national GDP) is helping to make up for a lack of growth in the retail trade.

2.6.3 The Retail Food Sector

There are 228 listed grocery stores in the Bahamas, most of them small, independent grocers. However, most of the food sales are accounted for by three chains of supermarkets; City Markets, Super Value, and John Chea and Sons. There are also two retail club outlets, Solomon's and Costrite, which offer open membership to the public and sell products in 'club packs' and large, institutional size containers. Most grocery stores are located in Nassau and the surrounding area, though there are some in Freeport and a few scattered among the other islands.

The grocery stores in the Bahamas can be roughly broken down into three types; larger supermarkets, smaller grocery stores, and the discount clubs.

A typical large supermarket is 12,000 to 24,000 square feet in size and offers a wide variety of products. An example of this type of store is City Markets, which is the largest food retailer in the Bahamas with thirteen outlets. City Markets has been around since 1931, but was bought in 1967 by the US-based Winn Dixie grocery chain.

City Markets stores have a substantial amount of freezer space, and carry everything 'from grits to gourmet foods'. They accept credit cards in a number of their stores as well as Barclay's cards, which are debit cards from Barclay's Bank. Most stores have in-house delis, and some have bakeries and seafood departments. Scanners are not used, though they will probably be introduced in the future, mainly for inventory purposes.

City Markets orders 20 percent of its merchandise direct through Winn Dixie's warehouse in Florida. Another 40 percent are direct delivery items from local wholesalers. The wholesalers usually stock the shelves themselves, and their shelf space is allocated using shelf tags like in American supermarkets. City Markets imports the other 40 percent of their products directly from the US, from sources other than Winn-Dixie. In some cases, they bring in whole container loads by themselves, and in other cases they share space with other grocery stores. They also directly import products which already have representation in the Bahamas and simply pay a commission to the distributor. City Markets' warehouse is 70,000 square feet, mechanized, and computerized.

Super Value is the other store in the large supermarket category. Super Value is a Bahamian-owned chain with eleven outlets. Their stores and buying operations are substantially similar to those of City Markets. John Chea and Sons, a family-owned business, is the third supermarket chain in the Bahamas, with six smaller stores of 6,000 to 8,000 square feet. Selection here is more limited, but these stores are conveniently located, carry low overheads, and offer charge accounts to customers.

Smaller retail grocery stores range in size anywhere from a few hundred to 8,000 square feet, and there are almost 200 such stores in the Bahamas. Together, they account for an estimated 25 percent of retail food sales. These stores are generally supplied by the main importer-wholesalers such as Asa H. Pritchard and Jagar, but more and more are doing their own importing or combining shipments. These stores carry a smaller variety of items than the larger supermarkets, but most of the food items are still from the US.

The other, and newest, category of retail food stores in the Bahamas is the discount clubs. There are two of these, Solomon's and Costrite. Solomon's operates both as a wholesaler, making direct deliveries and representing certain lines of products, and as a retailer, selling product directly out of a warehouse in wholesale and institutional-sized 'club packs'. Hand-held scanners are used at the registers.

Costrite, which opened in 1992, is a discount club ($25 annual membership) which sells a full line of food products in club and institutional-sized packs, as well as apparel and home furnishings. The store has undergone a recent expansion and is now 90,000 square feet in size, but the layout and ambiance is more similar to a retail outlet than a wholesale warehouse (ceilings are lower, products very accessible on the shelves, brighter lighting, etc). Hand-held scanners are used at the registers. Credit and debit cards are accepted.

Most of the customers at Costrite are individuals, not institutions or businesses. Convenience and cost are the drawing points of the store. Costrite claims to do no marketing; all referrals are by word of mouth.

Costrite buys product from discount wholesale clubs such as Sam's, BJ's, and Price Club/Costco in the US, as well as buying direct and through local distributors. Direct buying is preferred, as it is usually cheaper. Buying is done in full container loads as well as LCLs (less than container loads). Produce buying is done through local wholesalers and from a company in Miami.

Other Bahamian food stores freely admit that Costrite has taken away business from them, and some are trying to introduce club pack sections in their own stores. Cost competition from Costrite is likely to fuel the trend towards more direct importation, although certain staple branded products will continue to be supplied by island wholesalers.

2.7 BAHAMAS MARKET DEVELOPMENT

2.7.1 Advertising and Promotions

There are two national daily newspapers, the Nassau Guardian (circ 15,000), a morning paper and The Tribune (circ15,000) which is published in the afternoon. The Bahama Journal (circ 5,000) is a national weekly and is distributed throughout the Bahamas. The Punch has the largest circulation of all publications at 25,000 and is one of the best sources of advertising due to its large scale circulation.

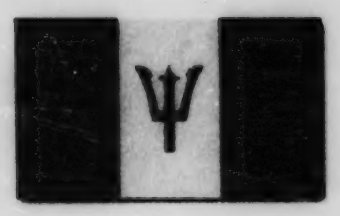
There are 3 AM and 5 FM radio broadcast stations. The Broadcasting Corporation of The Bahamas is a government-owned Corporation which operates Radio Bahamas ZNS-1 (AM/FM) and ZNS-2 (AM) from Nassau and ZNS-111 (AM) from Freeport. Several private stations offer broadcasting service in both New Providence and Grand Bahama. ZNS Channel 13 is the local television station. North American television channels are accessible by satellite dish and cable television is available in both Nassau and Freeport. A large part of the Bahamian population owns a radio (around 200,000) and a television set (around 60,000) making these vehicles an effective source for advertising.

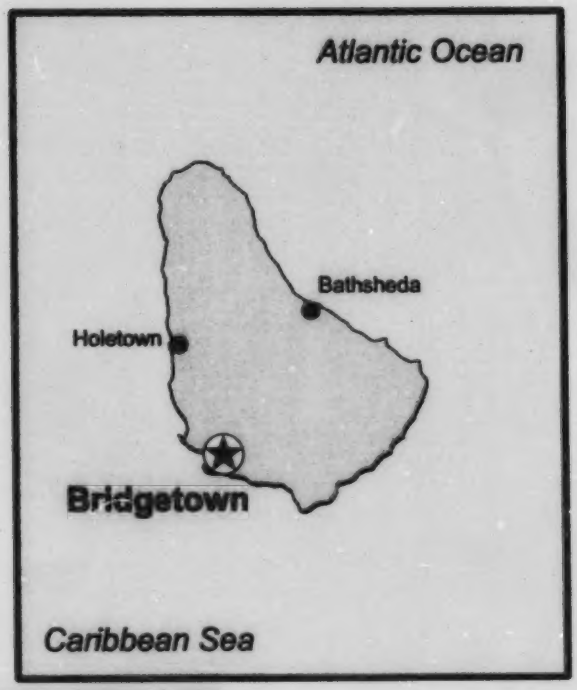
2.7.2 Trade and Investment Incentives

Because of proximity and the strong influence of North America, strategies which prove successful in North America are generally used successfully in the Caribbean. Relatively close proximity of the Caribbean to Canada is an advantage to Canadian distributors over European nations. In order to build long term business relationships, face to face contact with domestic distributors is recommended.

The Bahamas has joined the Multilateral Investment Guarantee Agency (MIGA) of the World Bank and Canada has an investment insurance program in the Bahamas. This insures investors against political risks like currency transfer restriction, expropriation, war and civil disturbance.

BARBADOS




Atlantic Ocean
Bathsheda
Holetown
Bridgetown
Caribbean Sea

3. BARBADOS

3.1 GENERAL OVERVIEW

Barbados is the most easterly of the Caribbean islands, lies south of St. Lucia, east of St. Vincent, north of Trinidad, and northeast of Venezuela. It has approximately 432 square km of land space, with a population of 259,191 (July 1999 estimate), making it the 9th highest populate density in the world, according to the *1999 World in Figures* of The Economist.

Historically, the Barbadian economy had been dependent on sugar cane cultivation and related activities, but production over the last three decades has diversified into manufacturing and tourism. Visitor spending in 1998 represents approximately 36 percent of the Barbadian GDP. An offshore financial services sector, launched in 1985, has become the country's second largest source of foreign exchange. Informatics in the 1990s became another important source of foreign exchange earning. The Barbadian dollar is linked to the US dollar; $1 US being worth approximately $1.98 BDS.

Despite its economic success, Barbados is still considered as a moderately developed economy. It experienced little growth in the1980s and a recession in the early 1990s, and had to call on the International Monetary Fund for economic adjustment support. After 1993, real GDP grew well, reaching a peak of 5.2% in 1996, around 4.3% in 1997 and an estimated at 3% in 1998 to reach $2.9 billion US. Following the economic adjustment support, unemployment has been high, reaching a peak of 25% in 1993 but falling to around 12% in 1998. The Barbadian government is continuing its efforts to reduce the high unemployment rate, by encouraging direct foreign investment.

Indirect taxes are the government's main source of revenue; Value Added Tax (VAT) at 15% was introduced in January 1997, replacing eleven more specific taxes. Inflation was generally low in the 1990s. However, it reached a peak of 3.8% in 1997 due largely to the introduction of the VAT and the demand for consumer credit and pay increases. Inflation was back down to 3% in 1998.

3.2 PROFILE OF BARBADOS DAIRY SECTOR[1]

The dairy industry is dominated by one large dairy producer, Pine Hill Dairy. Originally, partially owned by the New Zealand Dairy Board, Pine Hill Dairy is now owned by the large Barbadian consortium Barbados Shipping and Trading. The company produces fresh and flavoured fresh milk, yogurt, sour cream, cottage cheese, and fruit juices. They have the exclusive import license for fresh milk, but are capable of supplying the needs of the local market. Also, there is a large producer of ice cream products called BICO Inc. The company is both a manufacturer of ice cream and an importer of container load quantities of butter and some milk replacers. Foreign powdered milk is

[1] Information obtained from the Canadian High Commission in Barbados.

purchased by the dairy industry, and this is purchased from the best available source on the world market. The smaller food processing companies purchase their dairy items from the local wholesalers. A small percentage of the cheese is locally made, but the majority of it is purchased from extra regional sources (i.e. non-CARICOM members source).

3.3 THE CONSUMER

3.3.1 Local

The total population of Barbados is around 259,191 (July 1999 estimate), with an estimated population of 108,000 living in the capital city of Bridgetown. The population growth rate was 0.04% in 1999. The adult literacy rate is high (98.7%) and the GDP per capita is estimated at $11,200 US. Major ethnic divisions include African (90%), European (4%), and Indian and Asian (6%). English is the official first language, however, English Creole is also widely spoken.

The estimated age structure as of 1999 for Barbados is as follows:

0-14 years:	23 percent (male 30,132; female 29,359)
15-64 years:	67 percent (male 85,437; female 88,131)
65 years and over:	10 percent (male 9,862; female 16,270)

86% of the households have refrigerators. Shoppers usually buy a week to several weeks' worth of provisions at once. Purchases are normally on a cash basis, but credit and debit cards are becoming more popular. A typical grocery bill for a household ranges from $100 US to $200 US per week.

3.3.2 Tourists

The country receives cruise ship passengers and stay over visitors. The majority of the cruise ship passengers are from the US, reporting a substantial increase during the 1990s to almost 600,000. The port attracts some of the world's largest and most modern cruise line vessels such as the Royal Princess and Monarch of the Seas, to name two.

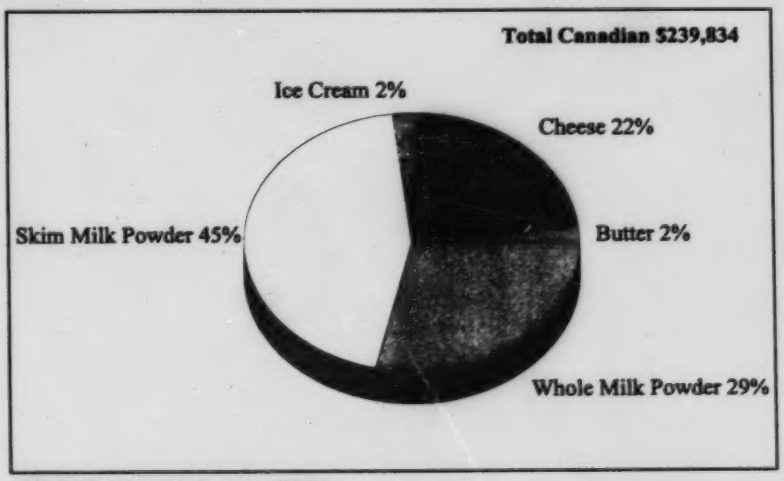
The island has approximately 470,000 stay over visitors per year. Europeans, mainly Germans and English, account for 44.8% of all the stay over tourists, 25% from the US and 12.3% from Canada. The number of tourists from European counties other than Germany and UK is currently growing.

3.4 CANADIAN MARKET POSITION AND COMPETITION

Canada maintains a strong trade relationship with Barbados with exports concentrating principally in the areas of electrical apparatus, telephone apparatus, paper goods and agricultural and food products.

In terms of dairy products, Canada also has a long standing trading relationship with Barbados. In 1998, Canada shipped approximately 240 thousand dollars worth of dairy products. 45 percent (48,000 kg) of these exports were composed of skim milk powder, 29 percent (25,000 kg)of whole milk powder, 22 percent of cheese (9,145 kg, mainly cheddar and processed types). Butter and ice cream represent 2 percent (butter 4,898 kg and ice cream 1,607 kg) each of the 1998 Canadian dairy exports to Barbados, as highlighted in Graphic 8 below.

Graphic 8 - 1998 Canadian Dairy Exports to Barbados



SOURCE: Statistics Canada, TIERS

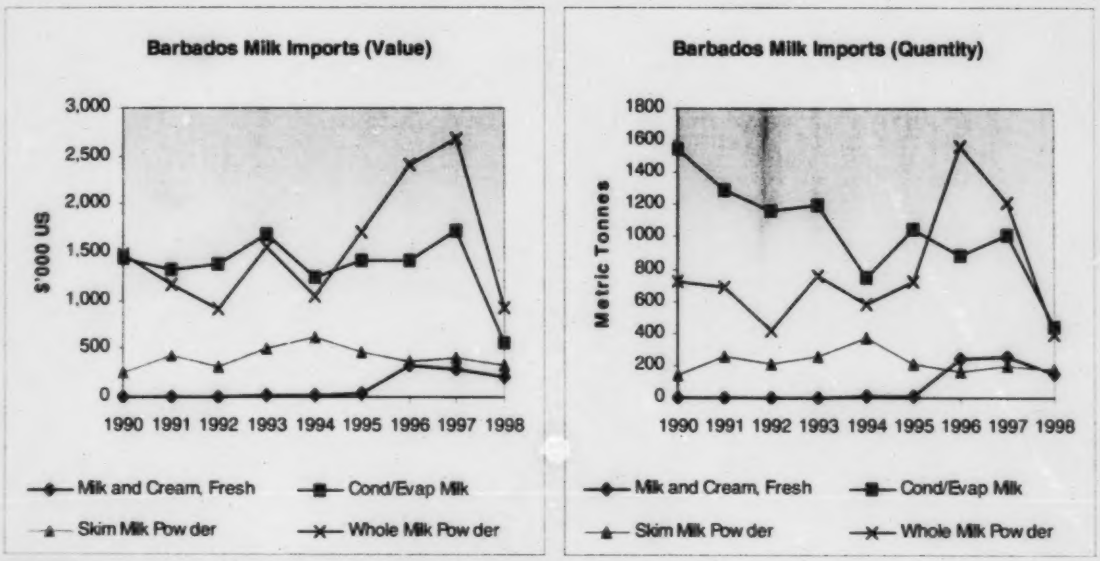
According to the Canadian High Commission in Barbados, in 1998 52 percent of the Barbadian dairy imports came from New Zealand, 13 percent from the US, 8 percent from the UK and only 1 percent from Canada. Graphic 9 and 10 show the Barbadian imports of dairy products during the last decade. Cheese, whole milk powder, and condensed and evaporated milk represent the principal dairy products imported by Barbados. Additional imported dairy products were skim milk powder, butter, ice cream and fresh milk.

The majority of fresh and chilled dairy items, with the exception of fresh milk, come in mixed containers out of US ports. The cheddar and butter market is serviced primarily from well established sources in New Zealand. Both packaged and bulk cheese is imported directly by some of the larger agents. A wide variety of specialty cheeses are also sold, both in retail packaging and in bulk, to the supermarkets and hospitality sector.

Table 6 - Barbados Dairy Imports

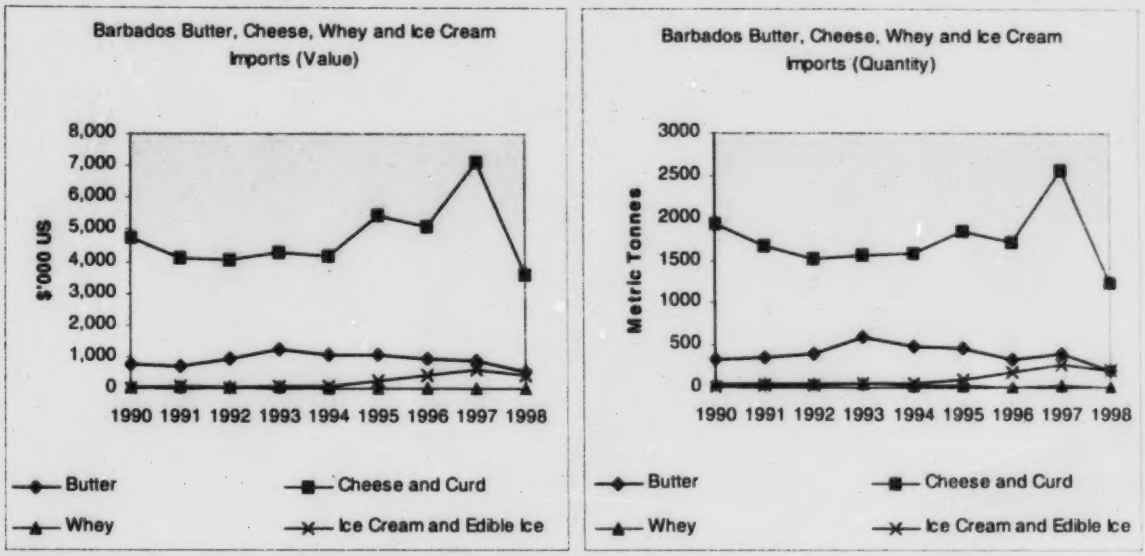
PRODUCT	1995		1996		1997		1998	
	$'000US	Tonnes	$'000US	Tonnes	$'000US	Tonnes	$'000US	Tonnes
Milk and Cream, Fresh	$35	13	$331	245	$298	252	$211	151
Cond/Evap Milk	$1,422	1,049	$1,425	893	$1,728	1,012	$570	445
Skim Milk Powder	$465	211	$369	165	$412	204	$334	170
Whole Milk Powder	$1,705	727	$2,421	1,564	$2,685	1,210	$928	392
Butter	$1,073	464	$909	334	$881	390	$506	200
Cheese and Curd	$5,435	1,834	$5,059	1,709	$7,125	2,565	$3,538	1,233
Whey	$13	19	$7	8	$11	11	$3	2
Ice Cream and Edible Ice	$220	86	$387	172	$606	253	$427	198

Graphic 9 - Barbados Milk Imports



SOURCE: Food and Agricultural Organization, FAOSTAT Database

Graphic 10 - Barbados Butter, Cheese, Whey and Ice Cream Imports



SOURCE: Food and Agricultural Organization, FAOSTAT Database

3.5 BARBADOS MARKET ACCESS

3.5.1 Customs Duties and Import Licenses

Barbados continues to follow its WTO commitment to gradually reduce tariffs. It completed the fourth phase of reductions of the Common External Tariff (CET) in April 1998, thus resulting in a considerable tariff reduction on a number of food items. Customs values are based on the C.I.F. value on the supplier's invoice. Customs duties applicable in 1999 are presented in Table 7.

There are license restrictions on a number of dairy items, namely fresh, condensed, evaporated or UHT milk and cream as well as for all milk and cream in powder, granular or other solid forms (HS0401 and HS 0402). There are no license requirements for butter, cheese, and ice cream. The Barbadian importer approaches the Government any time of the year requesting permission to import the product(s). The importer then approaches the country or their trade representatives from where the goods are sourced. There is no publication of information concerning the allocation of the licenses and the applications are processed within a short period of time (three working days)[2]. Health licenses are required for any fresh or chilled items.

[2] Source: World Trade Organization, Barbados replies to questionnaire on import licensing procedures, pp. 1-14.

Licenses are granted as long as the correct documentation is presented. The labelling requirements are compatible with Canadian requirements for local sale. All of these license restrictions are under review, and are expected to be removed by April 2000. According to the Canadian High Commission based in Barbados, licenses are granted quite readily on UHT and evaporated milk from regional sources, but no licenses are ever granted for fresh milk.

Table 7 - 1999 Barbados Tariff Rate on Imports of Dairy Products

HS Code	Commodity Description	Tariff Rate
0401.10	Milk, not exceeding 1.5% fat content	free[1]
0401.20	Milk, exceeding 1.5% fat content	free[1]
0402.29	Whole milk powder	free[1]
0402.91	Evaporated milk	free[1]
0402.99	Condensed milk	free[1]*
0403.10	Yogurt	20%
0403.90	Buttermilk powder	10%
0404	Whey and whey products	5%
0405.10	Butter	10%
0405.20	Dairy spreads	20%
0405.90	Butter fat and butter oil	5%
0406	Cheese	5%
2105.00	Ice cream and ice cream novelties	20%

Source: The Canadian High Commission in Barbados ; [1] Special safeguards exist for these products
* This product is exempt of the 15% Value Added Tax.

3.5.2 Import/Export Documentation Required

The following are some of the documents that must be presented to customs when goods arrive in Barbados:
- airway bills or bills of lading depending on the method of import;
- the supplier's invoice documenting all items in the shipment;
- the C-60 form signed by the importer - indicating insurance paid, freight paid and invoiced items;
- a C-63 form - indicating the items shipped, the weight, the shipper, the tariff code, etc.

When import licenses are required, they should be obtained prior to importation.

3.6 BARBADOS DISTRIBUTION SYSTEMS

3.6.1 Transportation

Shipping access for fresh, frozen and chilled items out of Canada is limited to air and container loads. According to a study called "An Examination of Shipping Options from Canada to Barbados and the

Eastern Caribbean" from the Department of Foreign Affairs and International Trade the most cost effective way of transporting goods to Barbados is via ship.

The area is serviced by a wide number of shipping lines that can offer weekly schedules to most of the islands. With the exception of Kent Lines out of New Brunswick, all of the shipping companies have their hubs located in parts of Florida. Kent line offers direct services from New Brunswick to Barbados and Antigua. The remainder of the shipping companies offer services out of Miami, Palm Beach and Jacksonville, Florida. The shipping lines servicing Barbados are Cagema, Techmarine, Tropical, Bernuth Line, Crowley and Kent lines.

Air freight services directly out of Canada are currently available through BWIA and Air Canada. Both airlines offer frozen, chilled and non frozen containers.

3.6.2 The Wholesale and Retail Sectors[3]

Wholesalers in Barbados supply both the retail and the hotel and restaurant industries. More than 30 companies compete in that market. The seven largest firms import about 70 percent of all food imports, the remainder being imported by small wholesalers or supermarkets. Hotels and restaurants rarely import food products, preferring to buy from local wholesalers or supermarkets.

Barbadian wholesalers generally operate as importer-distributors and deliveries are weekly to most retailers but may be more frequent to hotels and restaurants or larger supermarkets.

A number of companies are beginning to import brand products from sources other than the original manufacturer. Contracts between a manufacturer and its Barbadian distributor cannot prevent another wholesaler or retailer from importing the product from an alternative suppliers, such as a US-based wholesaler. As a result, competition has intensified and price is becoming the single most important factor in determining success in the market.

3.7 BARBADOS MARKET DEVELOPMENT

3.7.1 Advertising and Promotion

Barbados has five radio stations, two daily newspapers, one weekly business paper, one monthly Caribbean magazine, and a government owned television station, which provides a range of local and international programming. Several advertising agencies operate in the island, and can provide full service media placement and creative services. Most foreign and domestic businesses presently advertise in newspapers or on radio. The daily newspapers are *The Barbados Advocate* and *The Nation*. The radio broadcasts are provided by the Caribbean Broadcasting Corporation (two channels), Voice of Barbados, Yess 104.1, Barbados Broadcasting Service and Faith FM.. There are around 877 radios and 279 TV sets per 1,000 people (1994).

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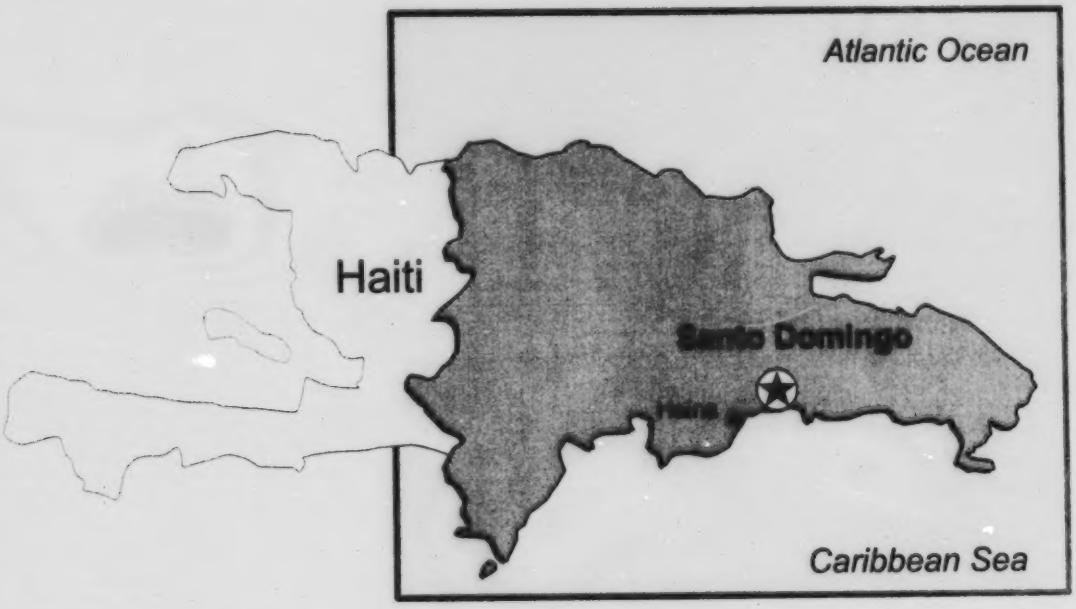
[3] Source: Collie, W., 1998 Barbados Annual Marketing Plan, p. 4.

3.7.2 Trade Shows

A Canadian Food and Beverage Showcase was held on February 21 and 22, 2000 at Bridgetown, Barbados. This show was targeting areas with the most potential in the market based on recent changes to Barbados' tariff restrictions. These include beer, soft drinks and other beverages, dairy products, snack foods, meats (including specialty and deli) and value-added products in general.

Please contact the Canadian High Commission (see Appendix II) for future trade shows.

DOMINICAN REPUBLIC



4. DOMINICAN REPUBLIC

4.1 GENERAL OVERVIEW

The Dominican Republic occupies the eastern two-thirds of the island of Hispaniola in the Caribbean sea. It has a 200 km land border with Haiti, which occupies the western third of Hispaniola. Other neighbours are Puerto Rico to the east, and the Turks and Caicos Islands to the North. With an area of 48,464 squares kilometres, the Dominican Republic is the second largest country in the Carribean after Cuba. The Dominican Republic is a representative democracy consisting of 30 provinces, including the National District of Santo Domingo.

In August 1990, the Dominican government introduced a series of measures to stabilize the economy by reducing the budget deficit, devaluing the exchange rate on the official market, liberalizing interest rates, abolishing price controls, liberalizing prices of public enterprises, and curbing the money supply. The results of the stabilization and structural reform policy were felt immediately[1]. Inflation fell from 79.9 percent in 1990 to 7.9 percent in 1991 and 7% in 1998. The island has also shown steady growth in GDP. The GDP reached $16.2 billions US in 1998, a 7.3 percent growth. The per capita income was $1,827 US. US$1 equalled 15.949 Dominican pesos (RD$) in January 1999, 15.267 in 1998, 14.265 in 1997, 13.775 in 1996, 13.597 in 1995, and 13.160 in 1994[2].

The traditional production structure of the Dominican Republic has been in the agricultural sector (sugar, coffee, cocoa, and tobacco) and the mining industry (nickel, doré - a gold and silver alloy and bauxite). The economy is now dominated by the services sector which includes tourism and telecommunication. The tourism sector represents around 13.5 percent of GDP in 1998.

Government revenue is based mainly on indirect taxes. The main sources of fiscal revenue are internal taxes on goods and services (value added tax), taxes on international trade (imports) and taxes on revenue.

4.2 PROFILE OF THE DOMINICAN REPUBLIC DAIRY SECTOR

According to the FAO statistics database, milk production in 1998 was estimated at 358,300 tonnes. Throughout 1994 to 1998, the Dominican Republic produced around 1,500 tonnes of butter and 2,500 tonnes of cheese annually. The Dominican Republic produces some ice cream or ice milk, but not on a major commercial scale (ice cream contains at least 10 percent milk fat while ice milk

[1] Source: World Trade Organization, Trade Policy Review of Dominican Republic, p. 5.

[2] Information obtained from the Central Intelligence Agency (CIA) - The World Factbook 1999

contains between 2 and 7 percent). The production of ice cream was estimated to be around 475,000 liters in 1997. The production of ice milk was insignificant. Dominicans are more accustomed to the taste of mellorine over ice cream. Mellorine is a type of ice cream using vegetable fat instead of a dairy fat.

Frozen desserts, as well as fast-food outlets, have played a major role in pushing local producers to introduce new flavours and new products. The leading frozen dessert makers in the Dominican Republic are Helados Bon-Yogen Fruz and Helados Nestlé.

Until the introduction of Baskin Robins in Santo Domingo, Dominican Republic in 1993, there was practically no imported ice cream presence in this market. Since then, other firms have entered the market such as Blue Bunny (US), Dairy Queen (US) and Yogen Fruz (Canada). Yogen Fruz has a joint venture with Helados Bon (see Appendix I for contact), which produces yoghurt and has opened a number of franchise stores in Santo Domingo.

4.3 THE CONSUMER

4.3.1 Local[3]

The total population of the Dominican Republic is about 8,129,734 with an estimated 2.0 million living in the capital city of Santo Domingo. The population growth rate was 1.62 % in 1999. The GDP per capita is estimated at $1,900 US. The ethnic groups are composed of 16 percent European, 11 percent African, and 73 percent mixed. 82% of the population aged 15 and over can read and write. Spanish is the official spoken and written language of the Dominican Republic. However, English is widely spoken by businesspeople involved in international trade, as well as by a large proportion of the younger generation living in Santo Domingo.

The age structure of the Dominican Republic:

0-14 years:	35 percent (male: 1,447,435; female 1,393,122)
15-64 years:	61 percent (male 2,501,206; female 2,426,564)
65 years and over:	4 percent (male 171,049; female 190,358)

Dominicans are classified as heavy eaters, with a diet high in vegetable oil and carbohydrates, consuming three meals a day. The Dominican woman is the most influential person in the household when it comes to food purchasing decisions. Mid-income families, consume fresh tropical fruit (banana, papaya, etc.), a selection of bread or roll with butter, jam or marmalade, often with a side of ham, cheese and/or eggs, fresh fruit juice and coffee, for breakfast. The lower income group eats

[3] Statistical information obtained from the Central Intelligence Agency (CIA) - The World Factbook 1999

staple foods with a piece of fried salami, ham or egg and coffee. Main meals are served at lunch time. Younger office workers and the student generation that are not going home for lunch are now eating more fast food and snacks. The following fast food chains are now operating in the Dominican Republic: Pizza Hut, Dominoes, Little Caesars, Burger King, McDonalds, Wendy's, Taco Bell, Subway, Baskin Robbins, Dunkin' Donuts, Dairy Queen, Kentucky Fried Chicken and Churchs Chicken.

Even though the availability of electricity has improved in the last few years, there are periodic outages that continue to affect food storage. Many consumers are too poor to own refrigerators, so they keep low food stocks in case the inevitable outages last longer than expected.

4.3.2 Tourists

Number of stay-over tourists have continued to grow. Traditionally, tourists came mainly from the United States and Canada, and to a lesser extent from Europe, but the share of the American and Canadian tourists has decreased since the beginning of the 1990s. Approximately, 2 million tourists visited the Dominican Republic in 1996 (most recent data available) which 57% came from Europe (principally from Germany and Italy), 24% from the United States, 8% from Canada and 11% from other countries.

The increase in European tourism can be partly attributed to the investment made by Spaniards in Dominican beach resorts, and their marketing campaigns. In the last 10 years Spanish promoters have built and/or acquired 5,800 rooms, and manage 1,100 additional rooms. Forty per cent of the available rooms in hotels of more than 100 rooms are managed by Spanish investors. Furthermore, Iberia, the Spanish airline, runs several daily flights from Europe to the Dominican Republic making the country more accessible. An increase in charter flights has also made the country more reachable.

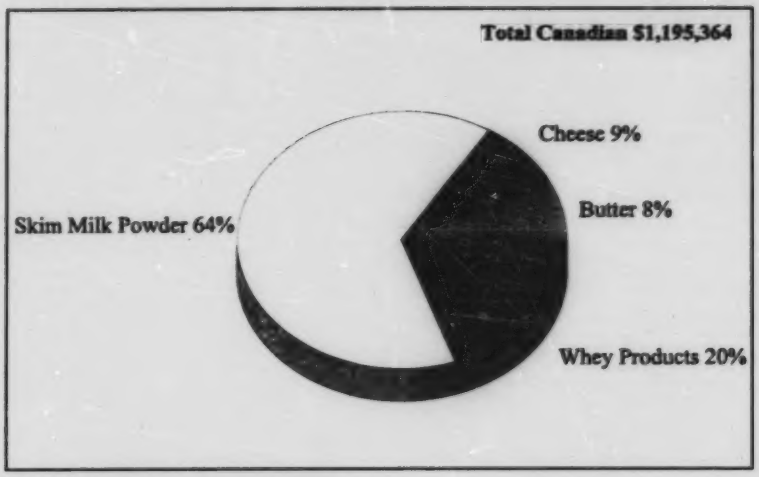
4.4 CANADIAN MARKET POSITION AND COMPETITION

Canadian exports to the Dominican Republic have been steadily growing during the last six years. Canada exported the $61.4 million CDN in 1994, $78.2 million in 1995, $78.5 million in 1996, $83.9 million in 1997, and $95.5 million in 1998. The major Canadian exports to the Dominican Republic were fish, newspapers, cars and electric materials[4].

[4] Source: Department of Foreign Affairs and International Trade, Dominican Republic Fact Sheet, p. 2.

Graphic 11 demonstrates the 1998 Canadian dairy exports to the Dominican Republic which were valued at $1,195,364, in the form of skim milk powder (303 tonnes), whey products (172 tonnes), butter (50 tonnes) and cheese (21 tonnes).

Graphic 11 - 1998 Canadian Dairy Exports to the Dominican Republic



SOURCE: Statistics Canada, TIERS

According to the FAO statistics database, Dominican Republic dairy imports have been steadily growing since 1995, as shown in Graphics 12 and 13. The main dairy items imported in 1998 were skim milk powder, cheese, butter and ice cream.

The major suppliers of skim milk powder were New Zealand and the EU (mostly Holland). 20 percent of the Dominican Republic butter imports in 1998 came from the United States, 31 percent from the European Union, 3 percent from Canada and 46 percent from New Zealand and Switzerland.

European cheese represented 57 percent of all cheese exported to Dominican Republic in 1998, principally Edam, Gouda, and Samsoe types from Holland, the Danish cheese and a Spanish type of cheese. The next largest exporter was the United States which mainly exports processed cheese (25%). The other suppliers of cheese were Canada, Puerto Rico, Honduras and Guatemala.

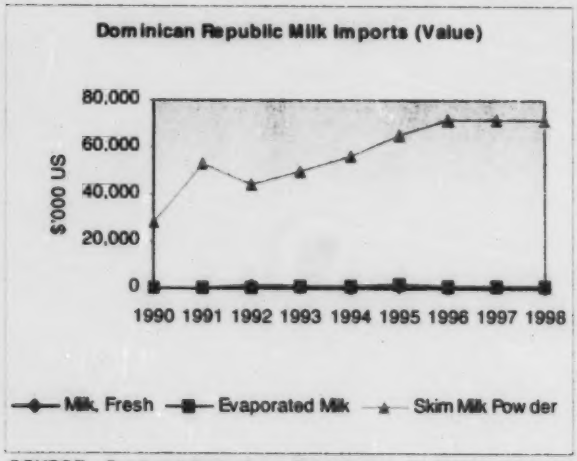
The development of American franchises such as Baskin Robbins and Dairy Queen have increased ice cream imports. The US is the leading exporter of ice cream to the Dominican Republic.

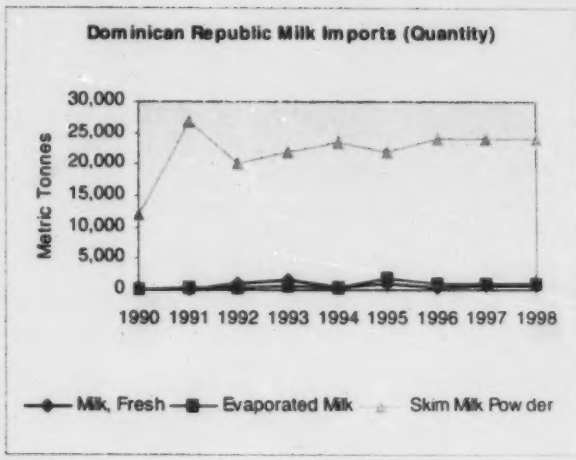
Table 8 - Dominican Republic Dairy Imports

PRODUCT	1995		1996		1997		1998	
	$'000US	Tonnes	$'000US	Tonnes	$'000US	Tonnes	$'000US	Tonnes
Milk , Fresh	$550	850	$130	220	$410	680	$310	490
Evaporate Milk	$1,800	1700	$910	910	$910	880	$910	880
Skim Milk Powder	$64,500	22000	$71,300	24000	$71,300	24000	$71,300	24000
Butter	$4,400	2200	$4,700	2100	$4,700	2400	$4,700	2600
Cheese and Curd	$3,300	900	$4,700	1400	$4,700	1400	$6,900	2100
Ice Cream	$2,300	630	$1,900	700	$2,800	960	$2,100	720

SOURCE: Food and Agricultural Organization, FAOSTAT Database

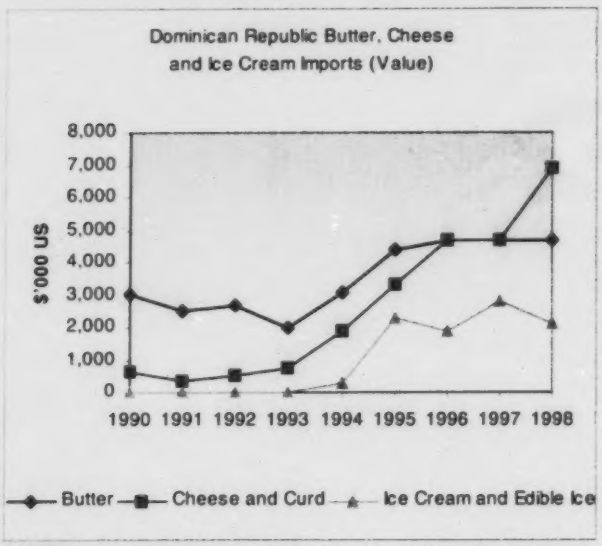
Graphic 12 - Dominican Republic Milk Imports

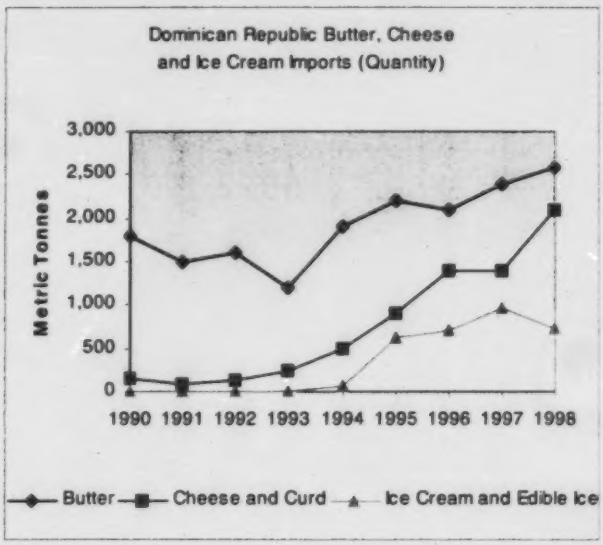




SOURCE: Food and Agricultural Organization, FAOSTAT Database

Graphic13 - Dominican Republic Butter, Cheese and Ice Cream Imports





SOURCE: Food and Agricultural Organization, FAOSTAT Database

4.5 DOMINICAN REPUBLIC MARKET ACCESS

4.5.1 Customs Duties

The Dominican economy has historically been protected by very high tariffs aimed at supporting inefficient state-owned monopolies. In the 1990s, a new tariff structure was established with eight ad valorem rates ranging from 3 to 35 percent. Tariffs were to be levied on the C.I.F. value of imported goods, rather than the F.O.B. value as was done before the reform. Table 9 lists the customs duties applicable on Dominican Republic imports of dairy products.

The only tariff preferences maintained by the Dominican Republic are the result of a bilateral trade agreement signed in 1981 with Costa Rica covering 59 tariff items. It is expected that tariff preferences may also be granted under the framework of the Association of Caribbean States (ACS).

Now, imported goods, as well as domestically produced goods, are subject to a value-added-tax of 8 percent. For imports, the tax is levied on the C.I.F. value plus all customs. Additional charges are a foreign exchange commission of 1.5 percent of the value of imports, and consular invoice and authentication (*legalización*) fees.

Table 9 - 1999 Dominican Republic Tariff Rates on Imports of Dairy Products

HS Code	Commodity Description	1999 Applied Tariff Rate	2000 Bound Tariff Rate
0401.10 0401.20	Milk, not exceeding 1.5% fat content Milk, exceeding 1.5% fat content	20% 20%	40% 40%
0402.10 0402.29 0402.91	Skim milk powder Whole milk powder Evaporated milk	20% 30% 30%	40% 40% 40%
0403	Yogurt, kephir and other fermented or acidified milk and cream	30%	40%
0404	Whey and whey products	30%	40%
0405 0405.00.20	Butter and dairy spreads, except Dehydrated butter	30% 20%	40% 40%
0406	All type of cheeses	35%	40%
2105.00	Ice cream	35%	40%

Source: Canadian High Commission in Dominican Republic

In the past, excessive bureaucracy and customs officials' high level of discretionary power acted as a serious disincentive to economic and trade growth by increasing transaction costs. Until recently, customs clearance could take up to three months under a process including more than 70 customs officials. Since the process of reform began in 1990, with the assistance of the United Nations Development Programme (UNDP), the decentralization of decisions and the use of computers have significantly reduced the time needed to clear goods from customs. According to estimates resulting from a recent survey conducted by the Dominican Government, the average time required to clear imported goods through customs now varies between 48 and 72 hours.

4.5.2 Customs Valuation

The valuation of imported goods in the Dominican Republic is based on a list of minimum import prices or customs valuation list (*Lista de Valoración Aduanera*). Values are established by consensus of the Valuation Commission, made up of government and private sector representatives. When declared values are lower than the established prices, the latter are used for customs purposes. Customs values are updated every six months[5]. Some importers report that if the Customs Department (which sets prices for products) detects that the declared value of a product is too low, there can be a fine of up to 100 percent of the total value of taxes paid.

[5] Source: World Trade Organization, Trade Policy Review of Dominican Republic, p.38.

4.5.3 Documentation Required

All shipments to the Dominican Republic valued over US$100 must be covered by documents including bills of lading (five copies either in Spanish or English), consular invoice (five copies in Spanish), commercial invoices (three copies in Spanish), a Central Bank certificate, and an insurance certificate. All required documents have to be authenticated by a Dominican consular official with attendant fees. All shipping documents should arrive in the Dominican Republic prior to the arrival of any goods. Canadian suppliers should note that although a packing list is not required by Dominican customs, it does however, result in efficiencies in customs processing. Imports of dairy products are normally facilitated through local distributors.

All imported goods must also be insured with companies authorized to operate within the Dominican Republic. All insurance policies covering the transportation of cargo imported into the country must be covered by insurance companies legally authorized to operate in the country.

4.5.4 Label Requirements

There is legislation requiring that labels be in Spanish and also state: the food name, ingredients list, name and address (of the producer, wholesaler, importer, exporter or retailer), country of origin, lot identification of the manufacturing factory, the date and storage instructions. However, in practice, Canadian labelling requirements and standards are generally accepted.

4.6 DOMINICAN REPUBLIC DISTRIBUTION SYSTEMS

4.6.1 Transportation

Santo Domingo and other major cities are serviced by modern port facilities. Haina is located just outside the capital city, has a 2,600 foot long, 35 food draft wharf, 40 ton container crane and a 60 acre container yard. Other ports are located in the cities of La Romana, Boca Chica, San Pedgro de Macoris and Puerto.

There are five airports for international traffic: Santo Domingo, Puerto Plata, Barahona, Punta Cana, and La Romana.

The Dominican Republic has a well developed road network, which the Government continues to improve. All major cities and ports are linked. Nevertheless, as in most developing countries, some of the roads and highways are considered to be in poor and dangerous condition.

4.6.2 The Wholesale Sector

Although the use of agents and distributors is not required, the Dominican Republic has enacted stringent laws to protect local agents and distributors. In some case Dominican firms will import goods directly, but around 80 percent of food imports is controlled by importer-distributors and some of them act as a manufacturer's agents with exclusive distribution agreements. These agreements are often not formal contracts, but rather manufacturers's agreeing to give "preferential" price to certain distributors, thus giving them an advantage in the market.

The importer-distributors then sells wholesale food imports to large and small supermarkets, smaller wholesalers, restaurants, hotels and small shops (known as *colmados*). Large importers also retail through their own supermarkets and tend to import directly from the manufacturers or through wholesalers based in South Florida. These wholesalers act as the intermediaries between the manufacturers and the importers, and their ability to take multiple small quantity orders and consolidate them into one order large enough to fill a container creates a lucrative market for them. According to the 1997 Dominican Republic Export Guide to the Consumer Food Market, ten percent of Dominican food imports were supplied by US wholesalers.

4.6.3 The Retail Sector

The retail sector consists of supermarket chains (approximately 13 stores); several independent supermarkets (which are usually located in relatively wealthy neighbourhoods of Santo Domingo); the mini-markets (which carry a limited range of products and have two or three cash registers); and the *colmados* (more than fifty thousands in Dominican Republic, with about one quarter of these located in Santo Domingo, where locals buy their food).

In 1997, 80 to 90 percent of food purchases by the Dominicans were made *colmados*. *Colmados* generally don't compete on prices as most of the products will have passed through at least one or two middlemen before making it to the shelf. Their major assets are location, convenience, office hours and they sell alcoholic beverages in addition to food[6].

The supermarket sector has been expanding and will play an increasing role in the year to come. More large supermarkets are being built and there is a feeling that supermarkets will replace *colmados* in the near future because of product diversity and lower prices. There has been talk about joint ventures with the United States (supermarkets like PriceClub/Costco).

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[6] Source: Fintrac Inc., Dominican Republic: Export Guide to the Consumer Food Market, p. 6.

4.7 DOMINICAN REPUBLIC MARKET DEVELOPMENT

4.7.1 Advertising and Promotion

Most businesses in the Dominican Republic use major local newspapers, television and radio stations to advertise their products. The major daily newspapers are *El Caribe*, *El Natinal*, *El Siglo* and *Listin Diario*. There are 155 AM, 85 FM radio stations and 8 TV stations. Cable television is available in most large cities[7]. Canadian suppliers should note that radios are more effective than television in reaching a wider range of the population.

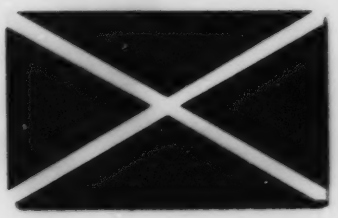
4.7.2 Trade and Investment Incentives

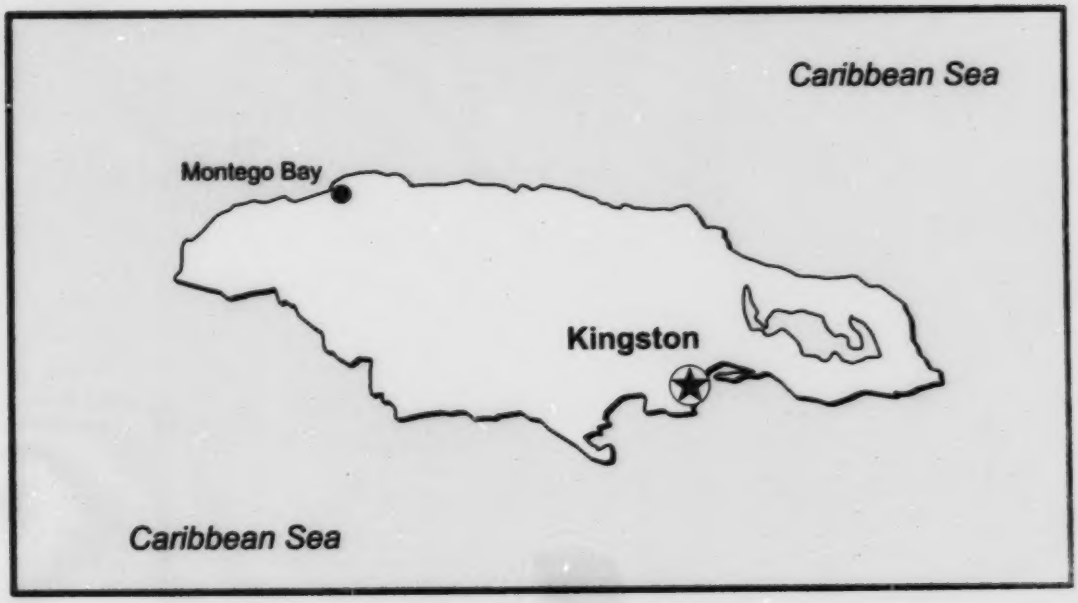
An agreement as been signed with the Multilateral Investment Guarantee Agency (MIGA) and the Overseas Private Investment Corporation. Both offer insurance against political risks like currency transfer restriction, expropriation, war and civil disturbance.

The Dominican government welcomes foreign investment and has created a number of programs to encourage investment. The objective of these incentives is to increase investment in border regions and various underdeveloped industries. For example, investing in the tourism industry may be granted a tax exemption on import duty for 10 to 15 years; offshore investments which manufacture entirely for export may be gi ven a tax holiday on all income taxes, import tariffs, and significant duties for a maximum of 20 years; or substantial use of Dominican raw materials or substitution for import with Dominican produced goods may receive a full tax holiday for a period of 20 years.

[7] Information obtained from 1999 Caribbean/Latin America Profile, p. 109.

JAMAICA





5. JAMAICA

5.1 GENERAL OVERVIEW

Jamaica is the third largest island in the Caribbean. The island is 235 kilometres long and 82 kilometres wide. It is an independent island, situated in the Caribbean Sea, 145 km south of Cuba and 160 km southwest of Haiti. Coastal plains of various widths encircle most of the island and are at the centre of the country's agricultural industry.

According to the World Trade Organization, during the 1990's Jamaica strengthened its structural reform which began in 1985. The reform was particularly aimed at correcting hyperinflation, restoring trade balance and reducing state intervention in the economy[1]. The reform reduced inflation from 80.2 percent in 1991 to 9.9 percent in 1998. However, the tight monetary policies created other difficulties such as higher interest rates, widening of the merchandise trade deficit and increasing internal debt, which in turn led to an economic downturn. In 1996, the economy entered into a recession, with GDP falling by 1.7%. Economic activity remained weak through 1998. The GDP reached $8.8 billion US (nominal) in 1998.

Sectors that showed major declines in 1998 were the financing and insurance services -1.4 percent, agriculture -0.3 percent, construction -5.7 percent, and manufacturing -4.2 percent[2]. Tourism and service sectors such as electricity and telecommunications are expected to show modest growth in 2000, but most other sectors will probably continue to experience difficulties.

The Jamaican economy is very dependent on trade. Tourism has been the main earner of foreign exchange since 1983, followed by exports of bauxite/alumina and clothing; these three sectors account for 75% of foreign earnings. The relatively low degree of export diversification and strong dependence on imported oil, inputs and capital goods, means that Jamaica is still vulnerable to external shocks.

The Jamaican dollar is the unit of currency and is composed of 100 cents. The Jamaican dollar is traded freely against major international currencies. It is valued at a 1999 weighted average of about one US$ = J$ 41[3].

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[1] Source: World Trade Organization, Trade Policy Review of Jamaica , pp. 1-3.

[2] Source: United States Department of Agriculture, Jamaica Market Information Report, p.1.

[3] According to the Oanda Currency Converter (www.oanda.com).

5.2 PROFILE OF THE JAMAICA DAIRY SECTOR

Jamaica's milk cow production attains around 53,000 tonnes annually, and is principally processed into fluid milk, cream and ice cream. The most popular local ice cream is made by Cremo Jamaica Ltd., owned by Nestlé. It is much cheaper than imported premium ice cream. Nevertheless, there has been greater demand for foreign brands, especially from the resorts. The local brands are purchased by Jamaicans because one can purchase almost two litres of local ice cream for almost the same amount as half a litre of foreign ice cream. Nestlé is also present in the premium ice cream market in Jamaica with its Nestlé JMP Jamaica Ltd. Company. The other dairy processors like Serge Island Dairies, Manchester Dairies, United Dairy farmers, and Alcan Dairy produce fluid milk. The largest producer of fluid milk is Alcan dairy, owned by Jamaican dairy farmers.

5.3 THE CONSUMER

5.3.1 Local

The total population of Jamaica is estimated to be about 2.65 million people with an average growth rate of 0.64 percent in 1999. Kingston, the capital, and the surrounding urban parish of St. Andrew account for one third of the population. The ethnic origins are about 76.3 percent African, 15.1 percent Afro-European, 3.4 percent East Indian and Afro-East Indian, 3.2 percent Caucasian, 1.2 percent Chinese and 0.8% other. English is the first official language, however, the English-dialect is understood by all Jamaicans.

The age structure of Jamaica is estimated as follows:

0-14 years:	31% (male 421,127; female 402,593)
15-64 years:	62% (male 819,956; female 828,176)
65 years and over:	7% (male 79,747; female 100,844)

Some of the most popular Jamaican dishes are: rice and peas (red); ackee (vegetable) and salt fish; patties (meat-filled pastries); jerk chicken; curried goat; and mackerel rundown. There are many American fast food outlets in Jamaica, such as McDonald's, Burger King, Kentucky Fried Chicken, Kenny Roger's Roasters Chicken, Popeyes, Wendy's, Dominoes Pizza, Pizza Hut, Taco Bell, and Subway. The media, through television and magazines, and gifts from relatives abroad, have resulted in a high degree of familiarity with American foods and eating habits.

The decision on when, where and what to buy are made primarily by females. Consumers are price sensitive and expect value for their money. Food prices are freely made by market forces.

5.3.2 Tourists

Since 1983, tourism has been Jamaica's primary foreign exchange earner. Total visitor arrivals have remained well over one million annually, attaining around 1.9 million in 1998. For the calendar year

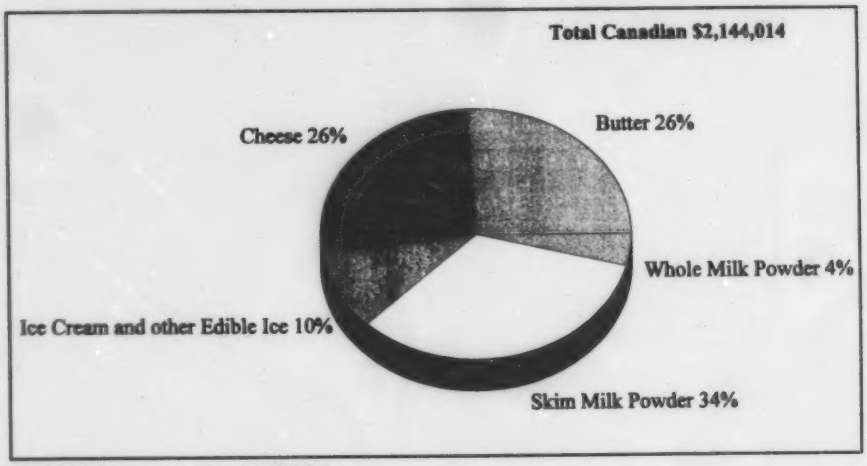
1998, gross earnings amounted to $1.2 billion US. Stay over visitors average 64.5 percent of total arrivals, two-thirds of whom came from the United States. Jamaica also welcomed 85,500 Canadian visitors, which represent around 5 percent[4].

Total room capacity (hotel, apartments, guest houses, and villas) on the island is 22,715 and expanding. The tourism industry continues to provide a good market for Canadian foods. The hotels have a strong demand for meats, specialty cheeses, turkeys, frozen vegetables and seafood.

5.4 CANADIAN MARKET POSITION AND COMPETITION

The major Canadian exports to Jamaica are fish and seafood, newsprint and paper, telephone apparatus and medicines. In terms of dairy products, Canadian exports of dairy products to Jamaica in 1998 (Graphic 14) took the form of butter (**172,255 kg**), cheese (125,033 kg), skim milk powder (474,181 kg), whole milk powder (9,170 kg) and ice cream (47,219 kg). Total value was 2.14 million Canadian dollars.

Graphic 14 - 1998 Canadian Dairy Exports to Jamaica



SOURCE: Statistics Canada, TIERS

The primary suppliers of food and beverages to Jamaica are the United States, Trinidad and Tobago, Canada and New Zealand. Dairy product imports by Jamaica have been decreasing throughout 1995 to 1997. One reason for the large decline in dairy imports to Jamaica is the financial instability and high inflation rates of its domestic economy. When inflation is high, the price of foreign dairy product is unaffordable.

[4] Source: Canadian Department of Foreign Affairs and International Trade, Jamaica Fact Sheet, p.2.

According to FAO, the major dairy items imported into Jamaica during the last decade were whole milk powder, cheese, butter and skim milk powder. However, there has been a major drop in whole milk powder imports in Jamaica in 1997 of around 3,000 tonnes, from more than 7,000 tonnes in previous year.

The United States dominates ice cream imports (the main types being premium or specialty brands of ice cream) with a 97 percent import market share in 1998. The only major competition comes from domestic producers. A number of US companies have entered the Jamaican market through franchises, (mainly fast foods, ice cream, yogurt, pizza) or through distributorship arrangements. The Jamaican market is now quite familiar with brands such as Kraft, Baskin Robins, along with many others.[5]

The market for cheese in the past few years has grown due to the rise in popularity of snack foods such as cheese dips, cheese slices and other processed cheese products. The cheese import market is dominated by New Zealand with an 85 percent import market share by volume, followed by the US at 10 percent, and Canada at 2 percent. According to retailers, most of the cheese sold in stores is processed. This includes Kraft from the US, and New Zealand brands of processed golden cheddar. Some New Zealand cheddar is packaged in Jamaica and is distributed with a local brand label (Tastee). Deli style cheese counters are not generally available in shops in Jamaica and some European cheese is sold but it is generally too expensive for most Jamaicans.[6]

Table10 - Jamaican Dairy Imports

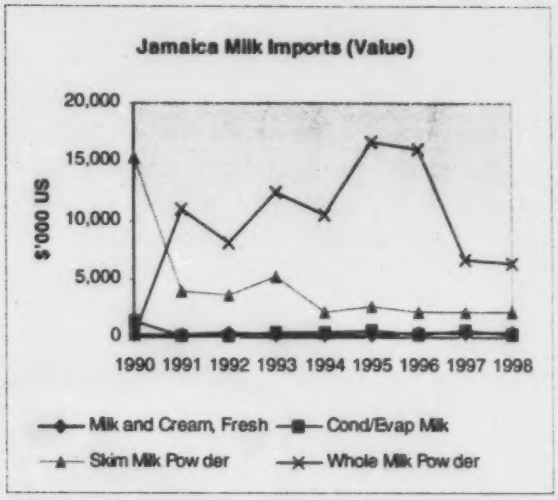
PRODUCTS	1995		1996		1997		1998	
	$'000US	Tonnes	$'000US	Tonnes	$'000US	Tonnes	$'000US	Tonnes
Milk and Cream, Fresh	$172	98	$281	163	$281	163	$269	158
Cond/Evap Milk	$410	300	$129	96	$430	342	$210	132
Skim Milk Powder	$2,513	1,354	$2,096	996	$2,096	996	$2,096	996
Whole Milk Powder	$16,700	7,891	$16,067	7,169	$6,500	3,000	$6,200	3,100
Butter	$4,764	2,055	$4,529	1,743	$3,000	1,400	$3,500	1,800
Cheese and Curd	$12,500	4,739	$10,927	3,803	$11,000	3,800	$10,000	4,100
Whey	$213	278	$409	477	$310	240	$290	230
Ice Cream	$79	36	$439	250	$439	250	$439	250

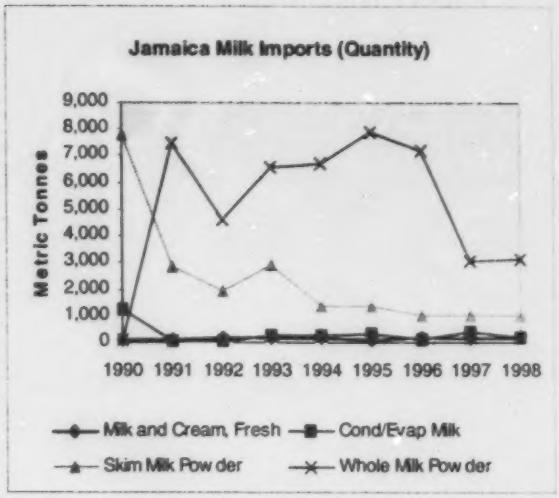
SOURCE: Food and Agricultural Organization, FAOSTAT Database

[5] Source: Collie W. (USDA), 1999 Caribbean Import Market for Ice Cream and Cheese, p. 5.

[6] Source: Idem, pp. 4-6.

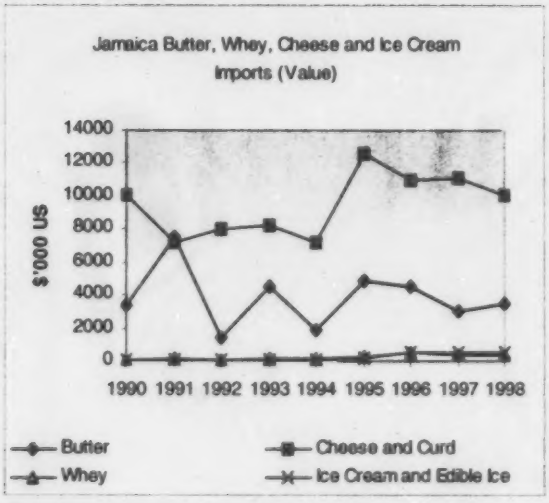
Graphic 15 - Jamaica Milk Imports

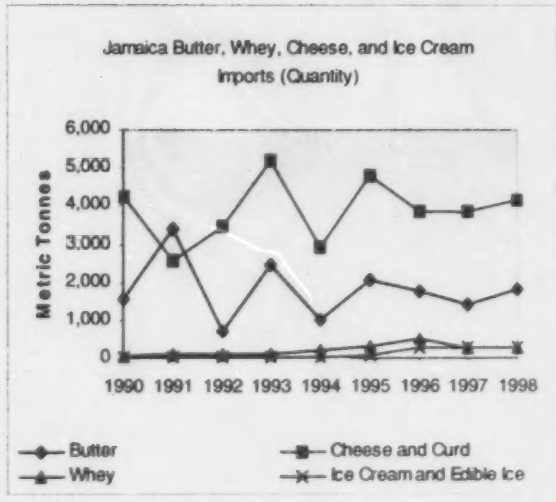




SOURCE: Food and Agricultural Organization, FAOSTAT Database

Graphic 16 - Jamaica Butter, Whey, Cheese and Ice Cream Imports





SOURCE: Food and Agricultural Organization, FAOSTAT Database

5.5 JAMAICAN MARKET ACCESS

5.5.1 Customs Duties

Customs taxes are a major source of tax revenue for the Jamaican government. Dutiable imports are subject to the CARICOM Common External Tariff (CET). Duties are applied on the C.I.F. value of imports in most instances. If the C.I.F. value is not stated in the invoice, it is calculated by Customs: the costs of freight are considered part of the value for duty purposes. If insurance charges are not stated, Customs adds 1.5% of total value, including freight, when the goods arrive by sea, and 1% if the goods arrive by air. Table 11 lists the customs duties applicable on Jamaican imports of dairy products.

Imports from other CARICOM countries, which meet the rules of origin criteria, are admitted duty free into Jamaica. Under the CARICOM/Colombia Agreement, Jamaica (as a medium-developed country) will grant duty-free access to a number of products originating in Colombia. All other bilateral agreements signed by CARICOM offer unilateral preferential treatment for CARICOM members's exports.

In addition to tariffs, other charges applied to Jamaican imports include additional stamp duties on customs warrants inward (import tax), a special consumption tax and the 15 percent general consumption tax (GCT). The latter two apply equally to domestically produced goods. Additional stamp duties on customs warrants inward are levied on the duty-paid value of imports. The aim is to protect local production. The application of additional stamp duties is regulated by the Stamp Duty Act; rates are defined as aggregate levels, including the customs duty applicable. They are generally applied on agricultural products[7], alcoholic beverages, tobacco products, and aluminium products.

Table 11 - 1999 Jamaican Tariff Rates on Imports of Dairy Products

HS Code	Commodity Description	1999 Applied Tariff Rate	2000WTO Bound Tariff Rate
0401.10	Milk, not exceeding 1.5% fat content	75%[1]	100%
0401.20	Milk, exceeding 1.5% fat content	75%[1]	100%
0402.90	Evaporated and condensed milk	30%[1]	100%
0403.10	Yogurt	20%	100%
0403.90	Other fermented or acidified milk and cream	10%	100%
0404	Whey and whey products	free	100%

[7] According to the WTO Trade Policy Review of Jamaica (p. 78), the only dairy items affected by an additional stamp duty is condensed milk. The aggregate duty (tariff + additional stamp duty) on condensed milk reaches 75%.

HS Code	Commodity Description	1999 Applied Tariff Rate	2000WTO Bound Tariff Rate
0405.10 0405.20 0405.90	Butter Dairy spreads Butter fat and butter oil	10% 20% free	100% 100% 100%
0406	All type of cheeses	5%	100%
2105.00	Ice cream	20%	100%

Source: Canadian High Commission in Jamaica [1]These products are exempt from the General Consumption Tax

There have been some improvements as a result of the government of Jamaica's efforts to streamline customs procedures. In order to facilitate the movement of goods, the Jamaican government has simplified documentation and clearance requirements. The computerization of the customs operations system has also begun. Useful customs information is available on the Jamaica Customs site (http://216.156.15.176/). According to information provided by Customs, all entries are processed within 24 to 72 hours. Some customs brokers have been granted pre-clearance facilities, which enables speedy processing of their imports (usually within one hour).

5.5.2 Import Licence

Since 1985, the number of products subject to import licensing system has been significantly reduced. There remains, however, some 39 HS tariff headings subject to licensing, which include milk powder. Milk and cream products (HS 0402) originating in other CARICOM countries require an import licence to enter Jamaica. Licences are normally granted on request by the importer if all conditions have been fulfilled. The licenses are issued by the Trade Board, under the Ministry of Investment, Industry and Commerce. In 1998, import licenses carried an application fee of $103.50 J for commercial items[8].

5.5.3 Documentation Required

Imports under $1,000 US for home consumption do not require a formal import entry certificate and may be cleared directly by the importer. Imports over $1,000 US and up to $5,000 US, require a formal entry certificate (Form C78) but may be cleared by the importer. If the value of imports exceeds $5,000 US they must be cleared by a customs broker. Perishable goods or urgent consignments may be granted permission to be cleared without a formal entry certificate, or prior cash deposit, or bank guarantee to cover any applicable duty. Goods imported for warehousing must have a formal entry certificate, irrespective of their value. A bond covering the corresponding customs duties must be executed; duties must be paid when the goods leave the warehouse.

[8] Source: World Trade Organization, Trade Policy Review of Jamaica, p.60.

To obtain an entry certificate, a certain number of documents must be provided to Customs. These include a tax compliance certificate, a commercial invoice and combined certificate of value and origin, a declaration of value, a bill of lading or airway bill, a bill of sight, and an import permit or licence, when required[9]. Clearance must, by law, take place within 14 days from the day on which the goods were unloaded.

5.5.4 Regulatory Requirements

Regulatory requirements for products imported into Jamaica must meet the requirements of the Jamaican Bureau of Standards Act, Processed Food Act and Weights and Measures Act. Also, these include requirements for labelling. Dairy products imported into Jamaica must meet the requirements of these Acts. All the required documents can be obtained through the Jamaica Bureau of Standards.

5.6 JAMAICAN DISTRIBUTION SYSTEMS

5.6.1 Transportation

Cargo and passenger transportation is carried through modern and well-equipped international air and seaports. There are two world class international sea ports: Port of Kingston and Port of Montego Bay (servicing approximately 44 international shipping lines). The Kingston port has six container berths and is a major transhipment centre for the Caribbean region. Direct service from Montreal, St-John and Halifax is provided by several shipping lines.

Norman Manley International Airport in Kingston and Sangster International Airport (SIA) in Montego Bay are the two major airports - servicing approximately ten major airlines which link Jamaica with worldwide destinations. Air Canada/Air Jamaica provide air cargo services from Toronto as part of their regular passenger service.

The inland transportation system is in need of repair with regard to the transportation of goods within Jamaica and to ports. The island's railway system recently received an injection of funds for repairing tracks, repairing and refurbishing buildings and locomotives, retooling workshops, and acquisition of new equipment.

5.6.2 Channels of Distribution

There are two common distribution channels for foreign dairy products in Jamaica: the distributors and importers, and retailers. Leads and sources for business partners include the local government investment agency, Jamaica Promotions Corporation (JAMPRO), the Jamaica Chamber of

[9]It is possible to download several Customs forms at the Jamaica Customs site (http://216.156.15.176/).

Commerce and the Canadian High Commission based in Jamaica (see Appendix III for contacts). Personal contacts are very important in the development of a close working relationship between the Jamaican sales representative, agent or distributor, and the Canadian exporter.

In order to obtain a better price for imported foods and to be more competitive, the larger supermarkets and some hotels import their own products. However, most of the individual supermarkets, hotels, restaurants and institutions purchase their foods from the local importers/distributors.

5.7 JAMAICA MARKET DEVELOPMENT

5.7.1 Advertising and Promotion

Advertising is primarily carried out through radio, television, the press and billboards. There are Internet networks (Infochannel, Colis and Jamaica on line), as well as an Internet service offered by Telecommunications of Jamaica. A number of advertising agencies such as Market Research Services Ltd., Caricom Consultants (Jamaica) Ltd. (see Appendix III for contacts), have national coverage.

Radio is the most wide-reaching mass communication vehicle, with seven authorized radio stations. The two local TV networks are TVJ (formerly known as the Jamaica Broadcasting Commission (JBC)) and the private Communication Videomax Mediamix (CVM). Jamaica is reviewing the implementation of a system for licensing cable television. It is currently being proposed that there be no local advertising on the cable system. The cable channels will, however, likely carry promotions from companies advertising through the international network.

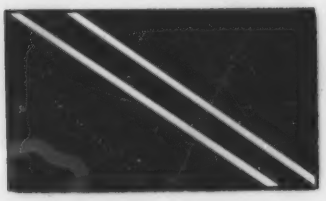
Jamaica has two morning dailies and one afternoon tabloid as well as several periodicals and magazines, among them: Gleaner Newspaper (daily), Jamaica Herald Newspaper (Sunday), Jamaica Observer Newspaper (daily), Star Newspaper (afternoon tabloid), Investor's Choice Magazine (monthly).

5.7.2 Trade and Investment Incentives

Several organizations have been established in Jamaica to assist in the process of industrial development. The National Development Bank (NDB), the Agricultural Credit Bank (ACB), and the National Export-Import Bank provide different types of concessionary financing to investment projects. Investment projects engaged in exports are greatly favoured in terms of loan financing. The national EXIM Bank has reduced interest rate loans for trade financing activities.

In addition, interest rates at the Development Banks (ACB and NDB) are linked to the weighted average passbook savings rate, which are lower lending rates to the productive sectors. The private sector has not been making full use of the changes in development bank incentives due to the uncertain business climate.

TRINIDAD AND TOBAGO



6. TRINIDAD AND TOBAGO

6.1 GENERAL OVERVIEW

Trinidad and Tobago are the southernmost islands of the Caribbean archipelago, and are geologically an extension of the South American continent. Trinidad is separated from Venezuela by the 11 km wide straits of the Gulf of Paria. 30 km separate Trinidad and Tobago.

Trinidad and Tobago is a resource-based economy. There are large reserves of petroleum and natural gas and well developed heavy industry. The energy sector accounts for approximately 27 percent of Trinidad and Tobago's GDP, generates 21 percent of government revenues, and represents 76 percent of the country's exports. The service sector is the major contributor to GDP, accounting for more than 60% of the Trinidad and Tobago's GDP[1]. The tourism sector is expected to show important growth as new hotels were built recently.

A structural reform and liberalization plan was introduced in 1988, aimed at restoring the trade balance. The programme relaxed price controls and reduced the public sector deficit, particularly through expenditure-cutting measures. Structural reform was strengthened during the 1990s when import duties were reduced and the role of the private sector in economic activity was enhanced. However, due to the importance of the oil sector in the economy, the State still plays a big role in its administration.

The economy has recorded positive growth since 1994, and GDP is expected to continue to grow at rates of three to four percent per year. In 1998, GDP reached $8.8 billion US with a per capita purchasing power parity of $8,000 US. The Unemployment rates remains high at 14%. The rate of inflation has been falling since 1993 going from an annual average of 13.1% down to 3.7% in 1998. This is mainly due to the positive effect of trade liberalization measures, including tariff reductions, exchange rate stability, and the removal of the value-added tax (VAT) for certain food items.

Until 1993, Trinidad and Tobago maintained a fixed exchange rate regime, at the rate of TT$2.40 to US$1. In April 1993, the Trinidad and Tobago dollar went to a floating rate system. The Trinidad and Tobago dollar is now valued at a weighted average of about one $1US = $6.26TT.[2]

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[1] According to the WTO, the share of GDP (%) in the service sector was: construction (8.4%), distribution and hotel (17%), government (8.3%), financial services (11.5%), other services (15.9%).

[2] According to the Oanda Currency Converter (www.oanda.caom).

6.2 PROFILE OF TRINIDAD AND TOBAGO DAIRY SECTOR

Trinidad and Tobago's dairy sector is well developed. There are six local dairy producers: Caroni Ltd, Flavorite Foods Ltd, Multifoods Corporation Ltd, Nestlé Trinidad and Tobago Ltd, Original Foods Ltd and Willies Ice Cream. Nestlé has around 60% of the milk market while Willies has 55% of the ice cream market.[3]

The ice cream industry in Trinidad and Tobago is relatively new. All its producers, with the exception of one (Flavorite), have been in business for less than fifteen years and as a result the industry is still very much in a growth and development process. Since the reduction of import duties from 30% in 1995 to 20% in 1999, ice cream imports have steadily increased and for the first part of the year from January to June 1999, ice cream imports equalled 44% of domestic production (estimated at 1,055 tonnes).

Approximately 600 dairy farmers benefit from a subsidy. The guaranteed price for milk is TT$2.45/kg., of which TT$0.90/kg. is paid by the government as a subsidy and TT$1.55/kg. is paid by Nestlé, the main milk processor. An informal arrangement exists between the government and Nestlé, by which the Government pays a subsidy to the farmers who sell their milk to Nestlé. This financial arrangement is managed by Nestlé and is not extended to any other milk processor. The Government paid annual average subsidies of TT$8.4 million during the period 1992-97. To benefit under the present arrangement, farmers must be registered as regular suppliers to Nestlé. Despite subsidization, supplies of milk to Nestlé for processing declined from 10.2 to 9.8 million kg. in the 1992-97 period.[4]

6.3 THE CONSUMER

6.3.1 Local[5]

The total population of Trinidad and Tobago is approximately 1,102,000 with an estimated 444,000 living in the capital city of Port of Spain. The population decreased by a rate of 1.35% in 1999. The ethnic origins are about 40 percent African, 40.3 percent East Indian (primarily immigrants from Northern India), 18 percent mixed, 1 percent European and 1 percent Chinese. Education and literacy rates are high,. Ninety eight percent of people aged 15 and over can read and write. In 1998, the GDP per capita was estimated at $8,000 US. English is the official spoken and written language of the island. However, other languages are spoken by Trinidadians including Hindi, French and Spanish.

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[3] Information obtain from the Canadian High Commission in Trinidad and Tobago.

[4] Source: World Trade Organization, Trade Policy Review of Trinidad and Tobago, p. 79.

[5] Statistical source: CIA- The 1999 World Factbook.

The age structure of Trinidadians:

0-14 years:	27 percent (male 150,862; female 144,589)
15-64 years:	66 percent (male 377,894; female 346,375)
65 years and over:	7 percent (male 37,001; female 45,375)

The two largest ethnic groups in Trinidad are Africans and East Indians, who favour Caribbean and Asian cuisine. Trinidadians also enjoy US food products. The growing middle class continue to demand consumer ready and convenience foods, mainly due to the fact that many women work outside the home.

6.3.2 Tourists

Although the tourism sector in Trinidad and Tobago makes a relatively small contribution to the economy in comparison with the other Caribbean islands, the Government recognizes that it has considerable potential to generate employment as well as foreign revenue. The sector accounted for 1.0% of GDP and 1.5% of total employment in 1997. Tourist arrivals increased from 219,836 in 1991 to 324,293 in 1997. During the same period, the number of rooms increased from 2,141 to 3,652[6]. Most of the visitors come from Europe (around 80 percent) and in 1998 Trinidad and Tobago welcomed 22,800 Canadians[7].

The tourism centres are principally located on the island of Tobago and there are plans to expand the hotel infrastructure. The country plays host to a multitude of conferences. To manage increased levels of tourism in a organized manner, the government of Trinidad and Tobago formed TIDCO, the Tourism and Industrial Development Company of Trinidad and Tobago. TIDCO is a government organization that has been mandated to market Trinidad and Tobago regionally and internationally and is also responsible for attracting foreign investment in tourism.

6.4 CANADIAN MARKET POSITION AND COMPETITION

The major Canadian exports to Trinidad and Tobago are computer equipment, newsprint and paper, vegetables, fish and agricultural machinery. In terms of dairy products, Graphic 17 shows the 1998 Canadian export figures for dairy products to Trinidad and Tobago. Canada shipped approximately $3,310,997 worth of dairy products to Trinidad and Tobago in 1998. 63.4 percent (1,962 tonnes) was in the form of evaporated milk, 24.9 percent (182 tonnes) cheese, mainly cheddar type, 5.6 percent (59 tonnes) in butter, 5.1 percent (82 tonnes) in skim milk powder, 0.5 percent (8 tonnes) in whole milk powder, and ice cream at 0.1 percent (600 kg).

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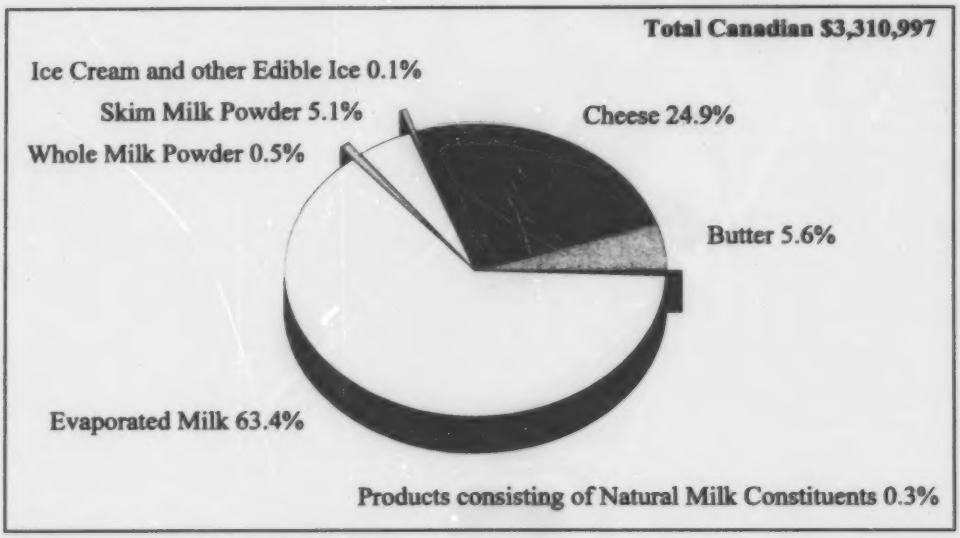
[6] Source: World Trade Organization, Trade Policy Review of Trinidad and Tobago, p. 162.

[7] Source: Department of Foreign Affairs and International Trade, Trinidad and Tobago Fact Sheet, p. 2.

Graphic 17 - 1998 Canadian Dairy Exports to Trinidad and Tobago


Total Canadian $3,310,997
Ice Cream and other Edible Ice 0.1%
Skim Milk Powder 5.1%
Whole Milk Powder 0.5%
Cheese 24.9%
Butter 5.6%
Evaporated Milk 63.4%
Products consisting of Natural Milk Constituents 0.3%

Source: Statistics Canada, TIERS

The majority of dairy imports into Trinidad and Tobago is milk powder, sold directly to consumers under various local brand names and used in the manufacturing of UHT milk. The major competitors that Canada face in this growing market are the United States and the local processors. Graphic 18 and 19 show the Trinidadian imports of dairy products during the last decade.

Imports of ice cream have grown from 97 tonnes in 1995 to around 460 tonnes in June of 1999. This represents a jump from 5 percent of Trinidad and Tobago's total production in 1995, to an estimated of 44 percent at the end of 1999. The major supplier of ice cream was the United States.[8]

New Zealand is the major supplier of cheese, principally cheddar type of cheese, which represents more than 55 percent of all cheese imported by Trinidad and Tobago in 1997. The European cheeses corresponds to 15 percent of Trinidadian imported cheese, followed by American cheese (14 percent) and Canadian cheese (11 percent).[9]

[8] Source: Collie W. (USDA), 1999 Caribbean Import Market for Ice Cream and Cheese,p. 1.

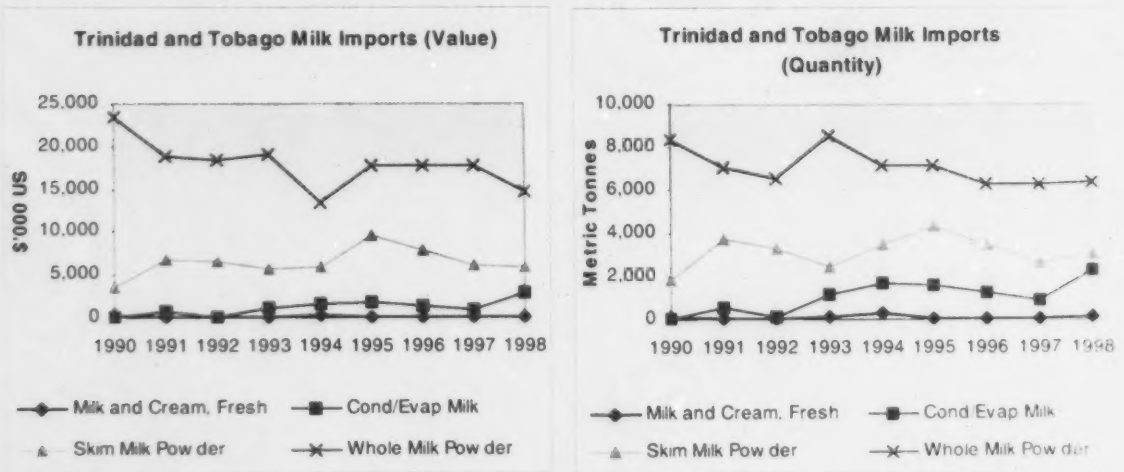
[9] Source: Idem, pp. 2-3.

Table 12 - Trinidad and Tobago Dairy Imports

PRODUCT	1995		1996		1997		1998	
	$'000US	Tonnes	$'000US	Tonnes	$'000US	Tonnes	$'000US	Tonnes
Milk and Cream, Fresh	$78	32	$29	9	$46	24	$83	54
Cond/Evap Milk	$1,702	1523	$1,384	1258	$979	835	$2,947	2288
Skim Milk Powder	$9,609	4305	$7,915	3480	$6,148	2625	$5,916	3003
Whole Milk Powder	$17,778	7101	$17,740	6279	$17,789	6280	$14,636	6336
Butter	$2,565	1070	$2,059	780	$1,443	669	$1,313	572
Cheese and Curd	$10,162	4319	$11,726	4111	$11,039	4007	$13,658	4956
Whey	$138	125	$180	118	$436	471	$469	393
Ice Cream and Edible Ice	$246	97	$394	153	$548	214	$893	339

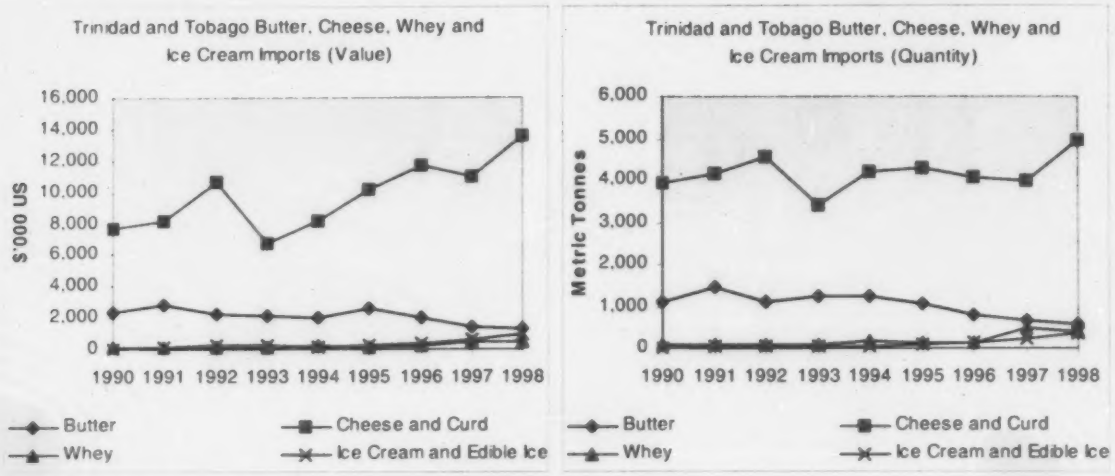
Source: Food and Agricultural Organization, FAOSTAT Database

Graphic 18 - Trinidad and Tobago Milk Imports



SOURCE: Food and Agricultural Organization, FAOSTAT Database

Graphic 19 - Trinidad and Tobago Butter, Cheese, Whey and Ice Cream Imports



SOURCE: Food and Agricultural Organization, FAOSTAT Database

6.5 TRINIDAD AND TOBAGO MARKET ACCESS[10]

6.5.1 Customs Duties

Imports are subject to CARICOM Common External Tariff (CET). Duties are applied in most cases on the C.I.F. value of imports. The average MFN tariff for dairy products (HS04) is 20.2%; fresh milk carries a tariff of 40%. In the World Trade Organization, when countries agree to open up their markets for goods, including food, they "bind" their commitments. For goods, these binding amount to ceilings on customs tariff rates. Sometimes, countries, like Trinidad and Tobago, tax imports at rates that are lower than the bound rates depending on market conditions. Table 13 lists the customs duties applicable on Trinidad and Tobago imports of dairy products.

Trade between CARICOM members, which meet the rules of origin criteria, is duty free. Under the CARICOM/Colombia Agreement, Trinidad and Tobago (together with Barbados, Guyana and Jamaica) grants preferential treatment to certain imports from Colombia. All other bilateral agreements signed by CARICOM offer unilateral preferential treatment for CARICOM members' exports.

[10]Source: World Trade Organization, Trade Policy Review of Trinidad and Tobago, pp. 32-52.

A system of import surcharges was introduced in 1990 to provide protection, on a temporary basis, to locally manufactured goods in the period of transition to a trading regime based on tariffs only. For milk, the 20% surcharges were eliminated at the beginning of 1998. However, Trinidad and Tobago's schedule of concessions resulting from the Uruguay Round include a binding rate of 15% with respect to other duties and charges.

The value-added tax (VAT) is 15% on non-zero-rated items. On imports, the VAT is levied on the C.I.F. value of imports plus duty and taxes. However, according to the WTO, milk and milk products are included in the zero-rated category.

Table 13 - 1999 Trinidad and Tobago Tariff Rates on Imports of Dairy Products

HS Code	Commodity Description	1999 Applied Tariff Rate	2000 WTO Bound Tariff Rate
0401*	Milk and cream	40%	100%
0402.10	Skim milk powder	5%	100%
0402.29	Whole milk powder	5%	100%
0402.91	Evaporated milk	25%	100%
0402.99	Condensed milk	25%	100%
0403.10	Yogurt	20%	100%
0403.90	Other fermented or acidified milk and cream	10%	100%
0404*	Whey and whey products	free	100%
0405.10	Butter	10%	100%
0405.20	Dairy spreads	20%	100%
0405.90.10	Butter fat	free	100%
0405.90.20	Ghee	10%	100%
0405.90.90	Other, including butter oil	10%	100%
0406	All type of cheese	5%	100%
2105.00	Ice cream	20%	100%

Source: Canadian High Commission based in Trinidad and Tobago *Includes all products which fall under HS 0401 and 0404.

6.5.2 Anti-Dumping

An Anti-Dumping Unit was established in January 1996 in the Ministry of Trade and Industry. The Authority may initiate an investigation to determine the existence and effect of any alleged dumping of any goods at the discretion of the Minister on his own initiative, or on receipt of a complaint in writing by or on behalf of producers.

According to WTO, in September 1996 the Anti-Dumping Authority in the Ministry of Trade and Industry initiated an anti-dumping investigation on imports of cheddar cheese from New Zealand. The complaint was lodged by Agrifin, the sole producer of cheddar cheese, claiming dumping and material injury. In January 1998, the Minister of Trade and Industry ordered the imposition of a provisional duty for a period of two months. Imports from the New Zealand Dairy Board had risen from 12.6% to 42.4% of the domestic market between 1991 and 1995. Information cited in the notice of the imposition of the provisional duties noted that cheddar cheese from the New Zealand Dairy Board was imported at prices below Agrifin's cost of production, that Agrifin's market share had fallen from 5% to 3% between 1994 and 1996, and that the company was unable to realize a profit. Since then the company has gone out of business. The authority calculated a margin of dumping at 13.93%. However, no duty was ever imposed. The New Zealand Dairy Board to increase its price of cheddar cheese exported to Trinidad and Tobago by the amount of the margin of dumping.

6.5.3 Import/Export Documentation Required

Importers must operate through licensed customs brokers. The brokers prepare the relevant documents for submission to the customs authorities: import declaration (C82), invoice, valuation form, certificate of origin where preference is being claimed and permits if required for health or security reasons. Customs introduced ASYCUDA, an electronic customs document processing system, in the last few years. Under this system, the importer is given a registration number to be used on documentation; the documents are then scanned by the ASYCUDA system and duties are determined accordingly.

The authorities state that it generally takes no more than three days to process an import entry. Roughly half of all merchandise is inspected at the port of entry. For perishables and emergency goods, importers may post a bond in advance and pay duties after delivery. Importers may appeal a customs decision at the station, further appeal to the Controller of Customs and Excise and, failing an agreement, may have recourse to the Tax Appeal Board.

6.6 TRINIDAD AND TOBAGO DISTRIBUTION SYSTEMS

6.6.1 Transportation

The main ports of entry in Trinidad are the Port of Spain and Point Lisas. Other ports are Chaguaramas, Point-a-Pierre and Point Fortin. The Port of Spain handles major dry cargoes, containers, general cargo, breakbulk and passenger traffic. The Point Lisas port has specialized installations for loading anhydrous ammonia, methanol and also handles containers and general cargo. In Tobago, the main port is the Port of Scarborough which is mainly used for inter-island cargo and cruise ships. The Port of Spain and the Scarborough port are managed by the Port Authority of Trinidad and Tobago (see Appendix III for contacts), and the port of Point Lisas is managed by the Point Lisas Industrial Port Development Corporation.

The airports are Trinidad Piarco International Airport, located 29.6 km from Port-of-Spain, and Tobago Crown Point International, located 12.9 km from Scarborough.

6.6.2 The Distribution Channels

A foreign investor is free to negotiate representation, agency, distribution, and franchising agreements with Trinidad and Tobago nationals. Royalties and commission are not regulated and may be freely agreed upon by the parties concerned. However, long-term distributors/agents sometimes acquire certain claims on distribution rights. It is to be noted that the number of agents and distributors available to Canadian exporters is limited. Agents and distributors must be licensed by the government to do business in Trinidad and Tobago.[11]

Trinidad has modern supermarkets and a sophisticated distribution system. Distributors can handle a variety of products. Supermarkets carry a wide variety of imported dairy products. Consumers purchase most of their dairy products in supermarkets, although some dairy products are directly sold through processors, particularly in rural areas.

6.7 TRINIDAD AND TOBAGO MARKET DEVELOPMENT

6.7.1 Advertising and Promotion

Radio is the preferred advertising medium in Trinidad and Tobago, followed by newspapers then television. Due to the relatively small size of Trinidad and Tobago word of mouth is an important sales factor. There are sixteen radio stations in addition to the government owned National Broadcasting service. Major newspapers are *Trinidad Guardian* (www.guardian.co.tt), *Daily Express* (http://www.trinidadexpress.com) and *Newsday*. There is one tri-weekly paper, *The TNT Mirror* and several weeklies: *Catholic News*, *Tobago News*, *Bomb*, *Blast*, *Show Time*, and *The Independent*. The major television channels are International Communications Network, Caribbean Communications Network and the Information Channel.

6.7.2 Trade Shows and Investment Incentives

A Canadian Technology Showcase was held on March 13-16, 2000 in the Port of Spain. The Canadian Export Development (CED) invited Canadian companies to display their products and services. The trade show was sponsored by the Trinidad and Tobago Manufacturers Association (TTMA). Canadian companies were able to display their products and services under the Canada stand. This enabled them to pursue business opportunities in Trinidad and Tobago and the

[11] It is recommended to contact the Canadian High Commission based in Trinidad and Tobago to obtain information on the available agents and distributors. (See appendix II for contact).

surrounding islands. The Trade and Investment Seminars was designed to assist foreign participants in understanding Trinidad and Tobago's market structure.

The Canadian High Commission will be hosting their own show, "Canadian Products and Services," in the fall of 2000. For further information contact Mr. Ramesh Tiwari, by telephone at (868) 622-6232 or by email: ramesh.tiwari@dfait-maeci.gc.ca.

Major opportunities also exist for Canadian Agri-Food industry firms to enter the Trinidad and Tobago Agri-Food industry through strategic alliances and joint ventures to serve for the local market, and to export to the rest of the Caribbean region. Canada brings strength to these alliances by providing brand name recognition, research and development, quality reputation, marketing and presentation. Trinidad and Tobago partners bring strength in capacity, manufacturing, quality management, distribution and proximity to markets.

There are many different kinds of incentives directed at both foreign and local investment, ranging from duty concessions, tax exemptions, write-offs, training subsidies and export allowances, to free-zone incentives for companies exporting a majority (80%) of their production. Under the Fiscal Incentives Act (1979), a tax holiday for a period of up to ten years may be granted at the discretion of the Minister or the President for the manufacturing of approved products by approved enterprises. Approved enterprises are classified according to the degree of local value added contributed; the length of tax holidays is granted proportionately, e.g. a company manufacturing a product incorporating 50% or more of local value added matter, would be eligible for the maximum tax holiday period.

ANNEX 1 - 1998 KEY ECONOMIC INDICATORS

	Bahamas	Barbados	Dominican Republic	Jamaica	Trinidad and Tobago
GDP (billion of US $)	$5.63	$2.9	$16.2	$8.8	$8.85
GDP Growth Rate	4%	3%	7.3%	-2%	4.3%
Tourism: Percentage of GDP	60%	36%	13%	25%	n/a
GDP Per Capita (US $)	$20,100	$11,200	$1,827	$3,300	$8,000
Inflation Rate	0.4% (1997)	3.6% (1997)	7.8%	9.9%	3.7%
Unemployment Rate	9%	12%	14.3%	16.5% (1997)	14%
Official Language	English	English	Spanish	English	English

Source: Central Intelligence Agency (CIA) - The World Factbook 1999 (figures are for 1998, otherwise as stated).

APPENDICES

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Appendix I: Caribbean Dairy Manufacturers..... A.1-1

Appendix II: Canadian Contacts..... A.1-2
- Agriculture and Agri-Food Canada
- Agriculture and Agri-Food Canada Regional Offices
- Canadian Food Inspection Agency
- Canadian Food Inspection Agency, Regional Offices
- Department of Foreign Affairs and International Trade

Appendix III: Caribbean Contacts..... A.3-1

APPENDIX I - CARIBBEAN DAIRY MANUFACTURERS

BAHAMAS

NAME	ADDRESS	TELEPHONE	FACSIMILE
Nassau Dairy Products (Borden's) and Milk Products			

BARBADOS

Pine Hill	St. Michael ISO 9002 Registered	(246) 430-4100	(246) 429-3514
BICO Inc.			

DOMINICAN REPUBLIC

Heladom S.A. (Baskin Robbins) Mrs. Clara Leyla Alfonso Marketing Manager	Federico Geraldino No. 90 Santo Domingo, D.N. Dominican Republic	(809) 227-1510	(809) 549-4808
Helados Bon (Yogen Fruz) Mr. Jesus Moreno General Manager	Calle Central No. 1 Zona Industrial de Herrera P.O. Box 418-9 Santo Domingo, D.N.	(809) 530-7901	(809) 531-4054
Helados Frigor, C. por A. Mr. Jaime Verd Administrator	Carr. Duarte Km. 8 P.O. Box 520 Santo Domingo, D.N.	(809) 565-7701	(809) 565-3967
Helados Manresa Mr. Julio Subero President	Autopista 30 de Mayo Km. 13 P.O. Box 170-9 Santo Domingo, D.N.	(809) 537-2633	(809) 537-2080
Helados Nestle Mr. Fernando Ormazabal President	Prolongacion 27 de Febrero Manoguayabo Santo Domingo, D.N.	(809) 561-3760	(809) 561-7347
Hispizza Hispalimento Mr. Luis Rodriguez President	Luis Amiama Tio No. 66 Arroyo Hondo Santo Domingo, D.N.	(809) 563-4705	(809) 563-4886
Pasteurizadora Rica C.por A. Dr. Julio Brache, President	Autopista Duarte Km.6 ½ Santo Domingo, D.N.	(809) 563-7422	(809) 566-5701

APPENDIX I - DAIRY MANUFACTURERS (Continued)

NAME	ADDRESS	TELEPHONE	FACSIMILE
JAMAICA			
Dairy Industries (Ja) Ltd.	284 Spanish Tn Road Kingston 11	(876) 923-6136	(876) 923-6137
Serge Island Dairies & Ltd.	Seaford, Kingston	(876) 982-4697-8	(876) 982-4632
Manchester Dairies			
Island Dairies	188 Spanish Tn Rd Kingston 11	(876) 923-5513	
United Dairy Farmers Ltd.	120-2nd St. NPW. Kingston	(876) 923-4283	(876) 923-4284
Nutrition Products Ltd.	6 Marcus Garvey DriveKingston 15	(876) 922-4227	(876) 922-8725
Cremo Jamaica Limited	284 Spanish Tn Rd, Kingston 11	(876) 923-6136	(876) 923-6137
Alcan Dairy Farms			
Nestle Jamaica Ltd.	60 Knutsford Blvd., Kingston 5 Jamaica, West Indies	(876) 926-1300-8	(876) 926-7388
TRINIDAD AND TOBAGO			
Canning's Ltd.	39A Wrightson Road P.O. Box 220, Port of Spain	(868) 627-7482	(868) 625-1760
Vemco Ltd.	47-49 Sackville Street P.O. Box 646 Port of Spain	(868) 623-6580	(868) 623-6580
Caroni Ltd.	Brechin Castle, Couva	(868) 636-2312	(868) 636-1259
Multifoods Corporation Ltd.	Lot 9A D/Vale Ind Est	(868) 632-0443	(868) 633-7159
Nestle T&T Ltd.	P.O. Box 172 Port of Spain	(868) 663-6832	(868) 663-6840
Willie's Ice Cream Ltd.	LP #32 Arena Road, Freeport	(868) 673-0537	(868) 673-3468

APPENDIX II - CANADIAN CONTACTS

AGRICULTURE AND AGRI-FOOD CANADA

CONTACT NAME	DIRECTORATE	TELEPHONE	FACSIMILE
Assistance to Industry	**Market and Industry Services Branch**		
Leo Leclair Senior Dairy Marketing Officer E-Mail: leclairl@em.agr.ca	Agricultural Industry Services Directorate, Animal Industry Division, Dairy Section	(613) 759-6274	(613) 759-6313
Sandra-Michèle Bisson Dairy Markets and Policy Analyst E-Mail: bissonsm@em.agr.ca	Agricultural Industry Services Directorate, Animal Industry Division, Dairy Section	(613) 759-6269	(613) 759-6313
Country Information			
Gilbert Parent International Marketing Officer E-Mail: parentgi@em.agr.ca	International Markets Bureau South America Division	(613) 759-7743	(613) 759-7506

AGRICULTURE AND AGRI-FOOD CANADA, REGIONAL OFFICES

	Market and Industry Services Branch		
Mike Southwood	Alberta	(403) 495-5528	(403) 495-3324
James G. Hannah	British Columbia	(604) 666-7797	(604) 666-7235
Faye Abizadeh	Manitoba	(204) 983-8622	(204) 983-4583
Bernard Mallet	New Brunswick	(506) 452-3732	(506) 452-3509
Derek Banfield	Newfoundland	(709) 772-5907	(709) 772-4803
Janet Steele	Nova Scotia	(902) 893-0049	(902) 893-6777
Hilton Virtue	Ontario	(519) 837-5860	(519) 837-9782
Rollin Andrew	Prince Edward Island	(902) 566-7315	(902) 566-7316
Sandra Gagné	Montreal	(514) 283-3815, Ext. 523	(514) 283-3143
Roy Gordon	Saskatchewan	(306) 780-7134	(306) 780-7360

APPENDIX II - CANADIAN CONTACTS (Continued)

CANADIAN FOOD INSPECTION AGENCY

CONTACT NAME	LOCATION	TELEPHONE	FACSIMILE
Export Accreditation			
Jacques Dépault Official Dairy Export Officer E-Mail: depaultj@em.agr.ca	Ottawa, Ontario	(613) 225-2342	(613) 228-6632

CANADIAN FOOD INSPECTION AGENCY, REGIONAL OFFICES

Jim Muir	Alberta	(403) 292-4108	(403) 292-6629
Jim Trenholm	Atlantic	(506) 851-7673	(506) 851-3700
Marie de Montigny	British Columbia	(604) 666-7793	(604) 666-1963
Cathy Sherbo	Manitoba and Saskatchewan	(204) 983-0810	(204) 983-5926
Ralph Plickert	Ontario	(519) 837-9400	(519) 837-9772
Daniel Dansereau	Quebec	(514) 283-8888	(514) 283-1919

DEPARTMENT OF FOREIGN AFFAIRS AND INTERNATIONAL TRADE

Export Assistance	Export Development Corporation		
Ken Hynes	151 O'Connor Street Ottawa, Ontario, K1A 1K3	(613) 598-3172 or 1-888-332-4218	(613) 598-2525

APPENDIX II - CANADIAN CONTACTS (Continued)

CANADIAN HIGH-COMMISSIONS IN THE CARIBBEAN

NAME AND ADDRESS	TELEPHONE	FACSIMILE	TERRITORY
Ms. Charlotte Hutson Bishop's Court Hill, St. Michael P.O. Box 404 Bridgetown, Barbados E-Mail:charlotte.hutson@bdgtn01.x400.gc.ca	(246) 429-3550	(246) 437-8474	**Barbados**, Anguilla, Antigua, Barbuda, Dominica, British Virgin Islands, Grenada, Guadeloupe, Martinique, Montserrat, St. Kitts and Nevis, St. Lucia, St. Maarten, St. Vincent and the Grenedines
Miss Yasmin M. Chong 30-36 Knutsford Boulevard P.O. Box 1500 Kingston 10, Jamaica, W.I. E-Mail: kngtn@kngtn01.x400.gc.ca	(876) 926-1500	(876) 960-3861	**Bahamas**, **Jamaica**, Belize, Cayman Islands, Turks and Caicos Islands
Ms. Nancy Collado Capitan Eugenio de Marchena #39 P.O. Box 2054 Santo Domingo, Dominican Republic E-mail: nancy.collado@dfait-maeci.gc.ca	(809) 685-1136	(809) 682-2691	**Dominican Republic**
Mr. Ramesh Tiwari Maple House, Tatil Centre 3-3A Sweet Briar Road St. Clair, Port of Spain Trinidad and Tobago E-mail: ramesh.tiwari@dfait-maeci.gc.ca	(868) 622-6232	(868) 628-2576	**Trinidad and Tobago**

APPENDIX III - CARIBBEAN CONTACTS

DEPARTMENT	ADDRESS	TELEPHONE	FACSIMILE
BAHAMAS			
Bahamian Agricultural and Industrial Corporation	P.O. Box N 4940 Nassau, Bahamas	(242) 322-3740	
Bahamas Investment Authority Office of The Prime Minister	P.O. Box CB-10980 Nassau, Bahamas	(242) 327-5970	(242) 327-5907
The Government of the Bahamas Customs Department	P.O. Box N155 Nassau	(809) 325-6551	(809) 325-7409
Government Publications Office	P.O. Box N-7147 Nassau, Bahamas	(809) 325-6551	(809) 325-7409
BARBADOS			
Ministry of International Trade & Business	No. 1 Culloden Road St. Michael, Barbados	(246) 427-0427	(246) 429-6652
Barbados Investment and Development Corporation	Pelican House, Princess Alice Highway Bridgetown, Barbados	(246) 427-5350	(246) 426-7802
Barbados Agriculture Development and Marketing Corporation	Warrens, St. Michael	(809) 425-0010	(809) 425-0007
Customs and Excise Department	Port Authority Building Bridgetown Harbour	(809) 436-6091 Ext. 253	(809) 427-7358
DOMINICAN REPUBLIC			
Direccion General de Aduanas (Customs Office) Sr. Manuel Cocco Quezada, Customs Director	Ave. Mexico Santo Domingo, Dom. Rep	(809) 688-7070	(809) 221-3255
Asociacion Nacional De Importadores (Dominican Importers' Association) Dr. Andres Dauhajre, President	Roberto Pastoriza No. 16 Santo Domingo, Dom. Rep.	(809) 562-6909	(809) 541-2574

APPENDIX III - CARIBBEAN CONTACTS (Continued)

JAMAICA

Jamaica Promotions Corporation (JAMPRO)	35 Trafalgar Rd. Kingston 10, Jamaica (W.I.)	(876) 929-7190	(876) 924-9650
Minister of Foreign Affairs and Foreign Trade Contact: Seymour Mullings	21 Dominica Drive Kingston 5, Jamaica	(876) 926-4220	(876) 929-6733
Minister of Industry Investment and Commerce Contact: Dr. Paul Robertson	36 Trafalgar Road Kingston 10, Jamaica	(876) 929-8990	
Market Research Services Ltd.	75 Knutsford Blvd. Kingston 5	(876) 929-6311	
Caricom Consultants (Ja) Ltd.	30 Grenada Crescent Kingston 5	(876) 926-2731	
Commissioner of Customs Excise	P.O. Box 466, Myers Wharf. Kingston 15, Jamaica	(876) 922-5140	(876) 967-0140
Jamaica Chamber of Commerce	7 East Parade Kingston, Jamaica	(876) 922-0150-1	(876) 924-9056

TRINIDAD AND TOBAGO

The Trinidad and Tobago Bureau of Standards Contact: Gene Hutchinson, Director	Lot 1, Century Drive Macoya, Trinidad	(868) 663-4835	(868) 663-4335
South Trinidad Chamber of Industry and Commerce Contact: Oliver Flax, President	Suite 313, San Fernando Trinidad	(868) 657-9077	(868) 652-3347
Port Authority of Trinidad and Tobago	Port of Spain	(868) 625-3836	(868) 627-2666

CONSULATES, MINISTRIES AND ASSOCIATIONS

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